



Philippine Chamber of
Commerce and Industry
The Voice of Business

**LOCAL CHAMBER of COMMERCE and INDUSTRY
(LCCI) MANUAL**

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(LCCI) MANUAL**

by:

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Message from the President

March 15, 2023

GEORGE T. BARCELON
President
PCCI



The Philippine Chamber of Commerce and Industry takes pride in presenting to you this Local Chamber Manual.

The development of this manual is in line with PCCI's thrust of strengthening our Local Chambers of Commerce and Industry (LCCI) in providing timely and responsive services to their members, and the business community in general.

The Manual contains an introduction to the national organization, how it came to be, and what it has become. It provides practical and insightful information on organizing, managing, and sustaining the operations of an LCCI. It features best practices on resource generation, advocacy, and membership development that can be replicated by LCCIs nationwide.

Through this Manual, the PCCI aims to build the capabilities of our LCCIs to be the proactive drivers of development and be recognized as the "Voice of Business" in their respective localities.

Mabuhay!

A stylized, handwritten signature in white ink, appearing to read 'G. Barcelon', is positioned above the printed name.

GEORGE T. BARCELON

Message from the Vice President for Regional Affairs

March 15, 2023

ENUNINA V. MANGIO
Vice President
for Regional Affairs



The Philippine Chamber of Commerce and Industry (PCCI) recognizes the critical role of Local Chambers of Commerce and Industry (LCCI) in nurturing globally competitive enterprises and pursuing local economic development. PCCI's priority is to increase the LCCIs' operational efficiency and enhance their capability to implement initiatives that will accelerate the development of their localities.

It is for this reason that we have developed this LCCI Manual that will be the primary guide in organizing and managing an LCCI under the PCCI umbrella. The manual is organized into chapters of select topics and will be used, henceforth, as a reference material for seminars and training programs that will be organized and conducted by the Philippine Chamber Development Institute (PhilCDI).

We hope that through this publication and the other chamber development initiatives that we shall be implementing, we will be able to further expand our roster of dynamic, strong, and effective LCCIs nationwide.



ENUNINA V. MANGIO

Message from the PCCI Chamber Development Institute Chairman

March 15, 2023

DR. ALBERTO P. FENIX JR.
Chairman
PHILCDI



I am pleased to have initiated and been part of the team that produced this chamber manual. In undertaking its activities and programs, any organization needs to be clear about who its members are, its purposes, decision making structure, and division of work.

The PCCI, being a national business federation, would want its members to be strong and well-functioning organizations. Hence, this chamber manual is written and produced towards attaining this goal.

Even though this is titled as a Chamber Manual, it can also be used by business associations and enterprises themselves.

To make this chamber manual a reality, I would like to acknowledge the support of the PCCI led by President George T. Barcelon, Vice President for Regional Affairs Enunina V. Mangio, and Honorary Chairperson and Adviser Ma. Alegria S. Limjoco. I also express my appreciation to my fellow Team Members Pete C. Dumana Jr., Marlon P. Mina, Grace Carolyn G. Morella, and Gabriel L. Gonzalez.



DR. ALBERTO P. FENIX JR.

IV. PURPOSE OF THIS MANUAL

This LCCI manual is for the use of a local chamber of commerce and industry. It identifies an LCCI's general responsibilities for the management of its activities. The manual also covers recommended policies for implementation by the LCCIs.

This manual can also be used by Industry, Agriculture, Trade, and Service Associations (IATSA) which have similar purposes and organizational structure, except that the members of an IATSA are composed of business enterprises in a defined sector.

V. GUIDELINE/TEMPLATE

This manual outlines the recommended policies and practices for the organization, management, and operation of an LCCI. It provides guidelines and templates to assist LCCIs in setting their own policies. It is the LCCI's responsibility to set additional local policies as they see fit as long as these do not contravene the guidelines set by PCCI, and the laws and regulations in the locality, or adversely affect the quality of the services delivered.

VI. ACKNOWLEDGEMENTS

Assembly, research, and writing of this manual was done by a team from the PCCI's Project Development and Regional Affairs (PDRA) Department, Human Resource Development Foundation (HRDF), Philippine Chamber Development Institute (PHILCDI), and Francorp Philippines. Lay out and design by Ryan Sarayba.

Funding for the development of this manual was provided by ENGR. ENUNINA V. MANGIO, and printing of this document was sponsored by MS. MA. ALEGRIA S. LIMJOCO.

Valuable time and resources were given by the following LCCIs in the Philippines in sharing their best practices and expertise in the formation, development, and sustainability of their respective LCCIs.

Bulacan Chamber of Commerce and Industry
Butuan Chamber of Commerce and Industry
Cagayan de Oro Chamber of Commerce and Industry
Camarines Sur Chamber of Commerce and Industry
Cebu Chamber of Commerce and Industry
Davao City Chamber of Commerce and Industry
General Santos City Chamber of Commerce and Industry
Mandaue Chamber of Commerce and Industry
Metro Angeles Chamber of Commerce and Industry
Metro Naga Chamber of Commerce and Industry
Ormoc City Chamber of Commerce and Industry
Pampanga Chamber of Commerce and Industry
PCCI - Bacoor
PCCI - Iloilo
PCCI - Muntinlupa
PCCI - Parañaque
PCCI - Quezon City
PCCI - Quezon Province
PCCI - San Pablo City
Tandag City Chamber of Commerce and Industry



CHAPTER 1

The PHILIPPINE CHAMBER of COMMERCE and INDUSTRY HISTORY and TODAY

1.1 HISTORY

April 19, 1886 - Camara De Comercio De Filipinas

To promote business interests, a group of Spanish businessmen formed the Camara de Comercio de Filipinas on April 19, 1886. The three largest Spanish companies in Manila--- La Compania General de Tabacos de Filipinas, La Fabrica de Cerveza de San Miguel, and Elizalde y Cia – founded the Camara primarily to “settle petty disputes between merchants.” Not many accounts on the member companies of the Camara were available, except that their businesses were mainly in manufacturing tobacco, sugar, liquor, and rope, among others.

July 19, 1903 - Chamber of Commerce of the Philippines



The headquarters of the Chamber of Commerce of the Philippines in Arroceros, Manila

At the turn of the century, the popularity of La Camara began to wane and a new organization, the Chamber of Commerce of the Philippines (CCP) led by Filipino and Chinese mestizo businessmen was formed on July 19, 1903. Its members included Don Ricardo Aguado, Don Tomas Arguelles, Don Ariston Bautista, Don Telesforo Chuidian, Don Manuel Cuyugan, Don Rafael del Pan, Don Pedro de Roxas, Don Vicente Fernandez, Don Bernardino Hernandez, Don Luis Hidalgo, Don Faustino Lichauco, Don Mariano Limjap, Don Francisco Reyes, Don Rafael Reyes, Don Juan Rodriguez, Don Rogaciano Rodriguez, Don Vicente Samoja, Don Ramon Soriano, Don Tomas Sunico, Don Ignacio Syyp, Don Miguel de Velasco, and Don Teodoro Yangco.

March 4, 1950 - Philippine Chamber of Industries

In 1948 Hilarion Henares, Sr. and 20 local industrialists and entrepreneurs established the Small Industries and Machine Shop Owners of the Philippines (SIMSOP). With Henares as president, SIMSOP, by then composed of 200 members, held its first national convention on March 4, 1950, with the theme "Intensified Manufacturing and Solid Support for Basic Philippine Industries." It was during this convention that Gonzalo Puyat, the "Dean of Filipino Industrialists," urged SIMSOP to change its name to Camara de Industria de Filipinas or the Philippine Chamber of Industries (PCI). SIMSOP, thereafter known as PCI, advocated for Philippine-made products through educational campaigns aimed at altering the centuries-old colonial mentality, which eventually spurred the interest of Filipinos to become manufacturers and entrepreneurs ready to take risks by investing huge capital in new industries.

July 1, 1978 - Merger of the CCP and the PCI

As both the CCP and the PCI became strong forces in the business sector, and their functions and projects overlapped, top officials of both organizations began to entertain the idea of a merger. After the two groups approved of the unification, 15 representatives from among the PCI and CCP members were selected to formulate the Articles of Incorporation and By-laws of the soon to be established Philippine Chamber of Commerce and Industry (PCCI).

From the PCI, selected were Teofilo G. Reyes, Jr., Raul A. Boncan, Jose Policarpio, Remedios Fournier, David SyCip, Mariano del Rosario, Ireneo Obligation III, Victor A. Lim, Augusto Espiritu, Jose P. Marcelo Sr., Hilarion M. Henares Jr., Ricardo P. Guevarra, Edgardo I. Villavicencio, Cesar L. Sison, and Felix K. Maramba, Jr. From the CCP, selected were Emilio Abello, Sixto K. Roxas, Roberto S. Benedicto, Ernest Khan, Ceferino L. Follosco, Vic Barrios, Roberto V. Ongpin, Manuel Lim, Sr., Jose P. Madrigal, Pio P. Pedrosa Sr., and Leonardo Ty.

On July 1, 1978, the PCCI was incorporated and officially established. Its initial funding came from the individual contributions of Charter Members, together with the remaining funds and assets from PCI and CCP.

The PCCI was registered with the Securities and Exchange Commission with 15 incorporators-7 from PCI: Petronilo S. Guevarra, Dante G. Santos, Rosalinda Antiporda, Raoul G. Inocentes, Francisco R. Floro, Mario Alinea, and Antonio A. Chuidian, and 8 from CCP: Fred J. Elizalde, Aurelio Periquet Jr., Jose Barredo, Jose S. de Leon, Charito L. Planas, Jose Luis U. Yulo, Jr., Vicente L. Angliongto, and Eduardo S. Escobar.

The existing members of PCI and CCP at the time of incorporation became the Charter Members of PCCI (see list below). They were accorded the same rights, duties, and responsibilities as regular members for life.

The First Set of PCCI Board of Directors and Officers

1. Fred J. Elizalde – President
2. Petronilo F. Guevara – Vice President
3. Rosalinda Antiporda – Treasurer
4. Antonio Chuidian – Acting Director-General
5. Aurelio Periquet, Jr.
6. Dante G. Santos
7. Jose M. Barredo, Jr.
8. Jose S. de Leon
9. Vicente Angliongto
10. Raoul M. Innocentes
11. Pio P. Pedrosa, Sr.

December 7, 1978 - PCCI Designated As the "Single Voice of Business"

During the 4th Philippine Business Conference, President Ferdinand E. Marcos issued Letter of Instruction No. 780 designating the PCCI as the "Single Voice of Philippine Business."



Letter of Instruction No. 780

Taken from the Archives of PCCI is a (scanned) copy of the original Letter of Instruction that was signed by President Ferdinand E. Marcos in 1978. This is presented in the next pages.

TO : ALL MINISTRIES AND OTHER GOVERNMENT AGENCIES

SUBJECT: RECOGNITION OF THE PHILIPPINE CHAMBER OF COMMERCE AND INDUSTRY
AS THE OFFICIAL REPRESENTATIVE OF THE PRIVATE BUSINESS SECTOR
IN ITS RELATIONSHIP WITH THE GOVERNMENT.

WHEREAS, national policy dictates that Government and the private sector should work hand in hand for the economic progress of the country;

WHEREAS, the fragmented state of the private business sector of the country tends to disunity and unhealthy rivalry among them to the prejudice not only of the private sector but of the national interest as well;

WHEREAS, organized business and industry are concentrated in Metropolitan Manila and a few urban centers while small business units in other parts of the country are left unorganized and unrepresented in the various national forums, both public and private, thereby resulting in an undesirable economic and social imbalance;

WHEREAS, in international business forums such as the ASEAN Chambers of Commerce and Industry it is imperative that the country's private sector be represented by a cohesive single organization;

WHEREAS, there is a necessity for the establishment of a strong and united voice for the entire private business sector in the country;

WHEREAS, cognizant of this necessity, the two major national business and industrial organizations in the country, the Chamber of Commerce of the Philippines and the Philippine Chamber of Industries, have unified and merged into a single chamber known as the Philippine Chamber of Commerce and Industry;

WHEREAS, in the pursuit of its lofty objective, the Philippine Chamber of Commerce and Industry deserves the encouragement, assistance and support of the Government.

NOW, THEREFORE, in line with the foregoing aims and objectives, the Philippine Chamber of Commerce and Industry is hereby recognized as the sole official representative and voice of the entire private business community. As such, it shall serve as the liaison and channel of communication on matters and issues which are of common concern to the business community and government. It shall likewise be the recognized representative of the private sector in international business forums.

All Ministries and other government agencies and instrumentalities concerned are therefore hereby directed to extend to the Chamber all necessary cooperation and assistance, particularly on projects and matters which call for joint government-private sector participation in the attainment of national development goals.

Done in the City of Manila this 7th day of December, in the year of our Lord, nineteen hundred and seventy-eight.



FERDINAND M. MARCOS
President
Republic of the Philippines

69-17-5

1.2 PCCI TODAY

PCCI today, as the country's largest business organization, is recognized as the Voice of Philippine business. PCCI is now at its permanent office that has conference rooms and meeting halls located at the Commerce and Industry Plaza, 1030 Campus Avenue corner Park Avenue, McKinley Town Center, Fort Bonifacio, Taguig City.

PCCI has grown to be a professional organization backed-up by a full-time secretariat of more than 50 people who are working in close cooperation with various stakeholders in the public and private sectors.



The Philippine Chamber of Commerce and Industry Headquarters in Taguig City.

1.3 VISION, MISSION, and PURPOSES

PCCI is guided by the following VISION, MISSION, and PURPOSES.

1.3.1 Vision

PCCI is the Voice of Philippine Business recognized by government and international institutions. As a proactive catalyst of development, PCCI promotes and supports the drive for globally competitive Philippine enterprises in partnership with government, local chambers, and other business organizations.

1.3.2 Mission

The main responsibility of PCCI is to provide focused advocacy for business growth and sustainable development by providing business services for the advancement of grassroots entrepreneurship, chamber development, international trade relations, business innovation and excellence, and operating efficiency. These will be achieved through a professional organization working in close cooperation with various stakeholders in the public and private sectors.

1.3.3 Purposes

The PCCI purposes as stated in the PCCI By-laws are:

- a. To be the advocate for the passage of Laws and Regulations aimed at improving the Business Environment; to render expert opinion on matters affecting business and the economy.
- b. To provide services to its members and enterprises to improve the operations and results of their business.
- c. To undertake work force development through education and training, reskilling, and upskilling.
- d. To foster closer relations, understanding, and cooperation among the agricultural, commercial, and industrial sectors of the economy.
- e. To serve as the voice of Philippine Business and an independent forum for the development of consensus of the business community on matters of national concern.

- f. To perform an active role in helping shape the course of national events and make known its position on issues affecting national interest.
- g. To represent the Philippine business community in all fora at the local, national, regional, and international levels.
- h. To establish and maintain linkages with global organizations representing agriculture, commerce, and industry.

These purposes can be summarized into two:

Advocacy.

Advocate and lobby for laws, regulations, and ordinances that will ease doing business. PCCI acts as a consultative mechanism for the business community to put forward proposals and policy recommendations geared towards the promotion of a sound and dynamic business environment. PCCI is also called upon to render expert opinion on matters affecting business and the economy. The President of the PCCI is usually the private sector representative to the government's Legislative-Executive Development Advisory Council (LEDAC).

Services.

PCCI's second thrust is to provide services to its members and to enterprises in order to improve and grow their businesses. These services range from simple organization of activities to more complex project management support to its members and to enterprises. PCCI has a wide menu of services depending on the specific business environment, capabilities, and the expressed needs of its members and the general public.

Since human capital is the most important resource in any economy, PCCI prioritizes human resources development among its services through the PCCI Human Resources Development Foundation Inc. (PCCIHRDF).

The PCCIHRDF is also developing shorter term upskilling and reskilling programs to further improve employee and worker capabilities. PCCI will employ ways and means for chambers and associations to be motivated and capacitated to undertake education and training programs for its members and the public at large.

1.4 MEMBERSHIP

1.4.1 The PCCI Regular Members are:

Charter Member – A Charter Member is one the founders, incorporators, and all other members of the PCI and CCP at the time of the merger. They are accorded the same rights, duties, and responsibilities as Regular Members for life.

Abello, Emilio
Angliongto, Vicente L.
Barredo, Jose Jr.
Benedicto, Roberto S.
Cabrera, Feliciano E.
Chuidian, Antonio A.
De Leon, Jose S.
Dionisio, Paulino, Jr. S.
Del Rosario, Jesus V.
Escobar Eduardo, Jr. S
Floro, Francisco R.
Fournier, Remedios
Gozon, Benjamin
Guevarra, Ricardo P.
Inocentes, Raoul M.
Licaros, Gregorio, Jr. T.
Lim, Victor A.
Madrigal, Jose P.
Manahan, Manuel P.
Maramba, Felix, Jr. K.
Medalla, Simeon C.
Ongpin, Roberto V.

Planas, Charito L.
Periquet, Aurelio, Jr. P.
Puyat, Gil, Sr.
Roxas, Sixto K.
Sison, Cesar L.
Ty, Leonardo
Villavicencio, Edgardo I.
Alinea, Mario
Antiporda, Rosalinda G.
Barrios, Victor S.
Boncan, Raul A.
Campos, Miguel V.
Concepcion, Jose Jr.
Del Rosario, Mariano V.
Delgado, Roberto C.
Elizalde, Fred J.
Espiritu Augusto
Follosco, Ceferino, Sr. L.
Go, Venancio C.
Guevarra, Petronilo S.
Henares, Hilarion, Sr. G.
Kahn, Ernest

Lim, Manuel, Sr.	Pedrosa, Pio, Sr. P.
Mabanta, Jose, Sr.	Policarpio, Jose
Magnaye, Bienvenido S.	Reyes, Teofilo Jr.
Mañalac, Perfecto	Santos, Dante G.
Marcelo Jose, Sr.	SyCip, David
Obligacion, Irineo III J.	Varela, Miguel B.
Pablo, Carlos, Jr.	Yulo, Jose Luis, Jr. U.

Life Member - A Past President of PCCI is accorded membership for life with all the rights, duties, and responsibilities of a Charter Member.

PCCI Past Presidents

1978 -1982	Fred J. Elizalde
1983 -1984	Dante G. Santos
1985	Felix K. Maramba, Jr.
1986 -1987	Aurelio Periquet, Jr.
1988	Victor A. Lim
1989 -1991	Aurelio Periquet, Jr.
1992- 1993	Jose T. Pardo
1994	Herman M. Montenegro
1995	Jose Luis U. Yulo, Jr.
1996 -1997	Federico C. Pascual
1998 -1999	Alberto P. Fenix, Jr.
2000 -2001	Miguel B. Varela
2002 -2003	Sergio R. Ortiz-Luis, Jr.
2004	Noemi L. Saludo
2005 -2006	Donald G. Dee
2007	Samie Lim
2008 -2009	Edgardo G. Lacson
2010 -2011	Francis Chua
2012 -2013	Miguel B. Varela
2014 -2015	Alfredo M. Yao
2016 -2017	George T. Barcelon
2018 -2019	Ma. Alegria S. Limjoco
2020 -2021	Benedicto V. Yujuico

Enterprise Member - Any enterprise engaged in business and other entrepreneurial activities for profit, or in the exercise of a profession, provided that:

1. It is doing business in the Philippines.
2. It is registered with the appropriate government agency or agencies.
3. The company should have been in operation for at least three (3) years at the time of its application for PCCI membership.
4. It has a business permit to operate issued by the appropriate local government unit (LGU) where it is doing business.
5. The company's application should be supported by its latest financial statements.

Association Member - Any industry, agriculture, trade or service association (IATSA), or sectoral organization, duly registered under the laws of the Philippines, provided that a majority of its members possess the qualifications of a PCCI Enterprise Member.

LCCI Member - Any local chamber of commerce and industry (LCCI) registered under the laws of the Philippines and duly accredited with the PCCI in accordance with the latter's rules. Admission to PCCI membership shall be subject to the endorsement of the Area Vice President (AVP) and Regional Governor (RG) concerned.

1.4.2 Affiliate Member

Affiliate Member - Any entity that does not meet the membership qualifications of a Regular Member shall be eligible as an Affiliate Member. An Affiliate Member shall be entitled to all rights and privileges of a Regular Member, except the right to vote and be voted upon.

1.4.3 Other Types of Membership

The Board may provide for other types of membership, prescribe their qualifications, fix their dues and define their rights and responsibilities. They shall not have the right to vote and be voted upon.

1.4.4 Participation in PCCI Activities

An enterprise, LCCI, and association member designates its official representative to be involved in PCCI activities, and who can be the one to vote and be voted upon.

In addition to the Authorized Representative, the employees of an enterprise member, and the members of an LCCI or association member, can participate in PCCI activities, and can actively join the different committees and Bilateral Business Councils.

1.4.5 PCCI's Nationwide Network

PCCI's strength is founded on its network of enterprises, LCCIs, and IATSA members. This is further bolstered by the subsidiaries of enterprise members and the thousands who are members of their respective LCCIs and IATSAs.

These support PCCI in terms of advocacy for policy reforms, business services, and networking to help build a vibrant business sector and a robust economy. More importantly, the LCCIs and IATSAs provide feedback to the PCCI in terms of the real situation on the ground and the needs of business people in the various areas, which are critical in PCCI's efforts to advance the interest of the business community nationwide.

1.5 DECISION MAKING STRUCTURE OF PCCI

The organization, decision making structure, and governance of PCCI are contained in the PCCI approved articles of incorporation and by-laws.

General Membership

The General Membership is the supreme decision-making body of PCCI. The General Membership elects and authorizes the Board of Directors to implement PCCI's purposes and programs.

Board of Directors

The Board of Directors exercises the corporate powers of PCCI and holds and controls PCCI's properties. It has the authority among others, to:

- Elect the PCCI Officers
- Make appropriations and authorize disbursements from the funds of PCCI.
- Appoint employees and fix the terms and conditions of their employment.
- Engage the services of auditors, management consultants, legal counselors, and other professionals as may be deemed necessary.
- Receive, consider, and act on reports and recommendations submitted by the PCCI commissions, councils or committees.
- Issue a policy manual and prescribe such rules and regulations as may be necessary and proper to carry out the objectives and purposes of PCCI.
- Adopt the corporate seal.

The Board is composed of twenty (20) members, fifteen (15) National Directors, and five (5) Area Directors. Only Charter, Life, Enterprise, and Association Members in good standing can vote and be voted upon in the election of the fifteen (15) National Directors.

Only LCCI members in good standing can vote and be voted upon in the election of the five (5) Area Directors and the nineteen (19) Regional Governors in their respective areas and regions.



Philippine Chamber of
Commerce and Industry
The Voice of Business

2022-2023 BOARD OF DIRECTORS



George T. Narvelon
President



Dr. William S. Co
Chairman



Ferdinand A. Ferrer
Director



Arch. Felino A. Palatino Jr.
Director



Eunina V. Mangio
Director



Sergio R. Ordo-Luis, Jr.
Director



Dr. Francis Chua
Director



Samie Lim
Director



Alfredo M. Yeo
Director



Atty. Benedicta Oro-Rolando
Director



Benjamin Philip Romualdez
Director



Michael G. Tan
Director



Jeffrey T. Ng
Director



Joseph Sy
Director



Apollinar E. Aure
Director



Teresita S. Ngan Tian
Area Vice President
NCR



Gregorio G. Simbulan
Area Vice President
North Luzon



Sallie C. Lacson
Area Vice President
South Luzon



Frank A. Carbon
Area Vice President
Visayas



Arturo M. Milan
Area Vice President
Mindanao



Atty. Pablo M. Gancayco
Corporate Secretary
June 2022-Dec. 2023



Atty. Juan John E. Uy
Corporate Secretary
Jan-June 2022



Ruben J. Pascual
Secretary General

2022-2023 PCCI BOARD OF ADVISERS



Jose T. Pardo
Chairman
Council of Business



Ms. Alegria S. Limjoco
Past President
Advisor



Edgardo G. Lacson
Past President
Advisor



Dr. Alberto P. Ferrer Jr.
Past President
Advisor

Officers

The Board of Directors (BOD) elects the following officers of PCCI:

- a) President
- b) Chairman of the Board
- c) Vice Presidents
- d) Area Vice Presidents
- e) Corporate Secretary
- f) Treasurer

The Board may, from time to time, create such other positions, ex-officio or otherwise, as it may deem appropriate.

Executive Committee (ExeCom)

The Executive Committee is composed of the President, Chairman of the Board, and at least 3 Vice Presidents who are incumbent National Directors. The Treasurer, Corporate Secretary, and Secretary General, if not elected directors shall be ex-officio members of the ExeCom. The board may increase or decrease the number of members of the ExeCom.

The BOD establishes such Committees, Commissions, and Councils as it may deem necessary for the proper conduct of the business of the Chamber.

The ExeCom has the power to pass and act upon matters pertaining to general policy and such matters as the Board may entrust for its action before and in between the Board meetings. The ExeCom convenes as often as necessary upon the order of the President and meets at such place and time, as may be agreed upon by the majority of its members. The presence of a majority of the ExeCom members shall be necessary for every action.

2022-2023 PCCI EXECUTIVE COMMITTEE



Arch. Felino A. Palafox Jr.
Director



Ferdinand A. Ferrer
Director



Sergio R. Ortiz-Izala, Jr.
Director



Jose T. Pardo
Chairman
Council of Business



Ma. Alegria S. Limjoco
Past President
Advisor



Edgardo G. Lacson
Past President
Advisor



Dr. Alberto F. Fenix Jr.
Past President
Advisor



Atty. Pablo M. Gancayco
Corporate Secretary
June 2022-Dec. 2023



Atty. Ivan John E. Uy
Corporate Secretary
Jan-June 2022



Ruben J. Pascual
Secretary General

1.6 DIVISION OF WORK

The Board of Directors (BOD) and officers have defined duties and responsibilities but the work, initiatives, and programs are carried out by Committees. The BOD and the Executive Committee (ExeCom) are committees themselves.

Sectors and Committees

The Board establishes such committees as it may deem necessary for the proper conduct of the business of the PCCI. There are Standing Committees which are more or less permanent in nature such as the Advocacy, International, Membership, and also Sectoral Committees in the most important sectors of the economy such as Industry (Manufacturing), Agriculture, Construction, Energy, and Transportation. The 15 National Directors are assigned to be in charge of the different Committees. Upon the recommendation of the Director-in-Charge, Committee(s) are organized in these sectors.

Every year, a Philippine Business Conference (PBC) Committee is constituted, and the BOD selects a PBC Chairperson who may or may not be a National Director.

The committees provide the PCCI members the opportunity to serve and make their voices heard on policy matters and programs that affect business and the economy. The committees develop PCCI's position on issues that affect Philippine business and are of importance to PCCI members. PCCI's viewpoints are then communicated to the membership, government, and other private sector partners, media, and the general public.

The committees are an important way for PCCI to play a relevant leadership role, enhance the value of membership, and increase visibility to its stakeholders and partners.

Bilateral Business Councils (BBC)

Under International Affairs are the Bilateral Business Councils (BBC). Each BBC is linked to a particular country or region and is a committee itself with a chairperson and members who are interested in doing business with a particular country.

Examples of BBCs are Philippines-USA Business Council, Philippines-Korea Business Council, Philippines-Indonesia Business Council, etc.

Secretariat

The PCCI is backed by a secretariat of over fifty (50) persons, headed by a Secretary-General, all of whom are full-time employees of PCCI. The secretariat is organized along the same lines of the purposes and initiatives of PCCI. It also provides the BOD, officers, and the committees with research and position papers, and implements the agreed upon and approved programs, events, and initiatives of the PCCI.

The Secretary-General supervises the day-to-day affairs of PCCI and performs such other functions as the Board and/or the President may, from time to time, delegate to him/her.

CHAPTER 2

THE LOCAL CHAMBER OF COMMERCE and INDUSTRY (LCCI)

2.1 THE LOCAL CHAMBER OF COMMERCE AND INDUSTRY

An LCCI is a microcosm of the PCCI at the local level. While the PCCI is nationwide in scope, the LCCI has a defined area usually within the boundaries of a local government unit (LGU) or of several contiguous LGUs.

The LCCI draws its members from all types of business enterprises located in its defined area. Examples of these are the PCCI-Parañaque which is confined to the city of Parañaque, and the Metro Bacolod Chamber of Commerce and Industry which encompasses the city of Bacolod and the surrounding cities and municipalities in the province of Negros Occidental.

An LCCI may initially be organized in several contiguous LGU areas. But with the increase of business activities and the number of businesses, an LCCI may be organized in one of the LGU areas. This new chamber may be recognized by PCCI upon the endorsement of the original LCCI.

An example is the Laguna CCI where there are now also organized and existing LCCIs in the major cities and towns in Laguna. Another example is the existence of the Pampanga Chamber of Commerce and Industry (PAMCHAM), the Metro Angeles Chamber of Commerce and Industry (MACCI), and the Clark Investors and Locators Association (CILA), all in the province of Pampanga.

2.2 SHARED GOALS AND EXPECTATIONS

Like the PCCI, the LCCI has the following two purposes:

1. Advocacy, i.e., to advocate and lobby for local ordinances that ease doing business and stimulate entrepreneurship by working with national and local government agencies to help increase the number and the volume of business in their localities. The LCCI should establish itself as the voice of business and render expert

business and render expert opinion on matters affecting local business and the economy. (Please refer to Chapter 3.)

2. Services. The LCCI provides services to its members and the local enterprises to improve and grow their businesses. Examples of LCCI services are to:
 - a. Disseminate business and economic information.
 - b. Promote business and networking opportunities within the LCCI or with other business organizations in the Philippines and abroad.
 - c. Assist in business registration and in complying with laws and regulations.
 - d. Organize trade fairs and exhibitions.
 - e. Organize outgoing and incoming trade and investment missions.

(Please refer to Chapter 4.)

As stated in Chapter 1, PCCI is just starting the establishment of a nationwide Pre-employment Education and Training (PET) System. A major task in order to make this a reality is for the LCCIs, IATSAs, and enterprises to be motivated and capacitated to undertake education and training programs for its members and the public at large. Focusing on the needs of MSMEs in their locality is an Advocacy that most LCCIs take on continuously. Facilitating trainings to improve skills (for members and non-members) is a great way to ensure that the LCCIs' presence is felt in a community. Prioritizing education and ensuring that they equip young people with the right skills is also a task that most successful LCCIs work on together with various government agencies.

2.3 MEMBERSHIP

The LCCI membership is composed of business enterprises located in a defined geographical area of an LGU or of a contiguous group of LGUs. A registered enterprise engaged in lawful business for profit, or the practice of a profession, is eligible for regular membership in the LCCI. The Enterprise Member designates an authorized representative, usually the owner, CEO

or General Manager of the enterprise, to be involved in LCCI activities, and be eligible to vote and be voted upon in an election.

All other entities that do not qualify as Regular Members, may be admitted as Affiliate Members with all the rights and privileges of membership except the right to vote and be voted upon. Examples of affiliate members are foundations, government offices, and non-profit corporations.

The employees and members of both regular and affiliate members can participate in the LCCI activities.

(Please refer to Chapter 5.)

2.4 DECISION-MAKING STRUCTURE

Like any member-based organization, the top decision-making body of an LCCI is the General Membership.

The General Membership elects the Board of Directors which is authorized by the General Membership to implement the LCCI's purposes. In turn, the Board of Directors elect the LCCI Officers who each have powers, duties, and responsibilities, and direct and manage the LCCI's activities. The Officers may or may not be members of the Board of Directors, but the President must be a Director.

(Please refer to Chapter 6.)

2.5 DIVISION OF WORK

For the LCCI to be effective and efficient, there should be division of work, or task specialization. The LCCI's activities are carried out by Committees. The Board of Directors is a committee in itself, and so is the Executive Committee.

The LCCI may create Standing Committees for activities that are continuing year after year, e.g., External Affairs, Internal Affairs, MSME, Tourism and Hospitality Committee, Ways and Means, etc. There might be special committees created to address concerns

and issues that may come up before the LCCI, such as a committee for hosting a conference or meeting, a Traffic Committee, a Disaster Relief Committee, or one for organizing Trade Missions etc.

(Please refer to Chapter 7.)

2.6 BENEFITS OF LCCI MEMBERSHIP

Representation in Local Government Policy-Making Bodies

As the recognized voice of local business, the LCCI represents the business sector in several local government bodies tasked to implement various policy and support programs.

The LCCI's opinion is, likewise, sought by the local government officials and community leaders, even on non-economic matters.

Opportunity to Participate in Committee work

Membership in committees is a privilege granted only to LCCI members. Involvement in LCCI committees keeps one abreast of the issues and concerns besetting various industries or sectors. Here, one gets the chance to directly influence the decision-making processes within the LCCI, which, in turn, shapes LCCI's positions/actions on local and international economic issues.

Opportunity to Meet and Do Business with Local and Foreign Business Partners

The LCCI regularly receives inquiries from local and foreign businesses interested in its particular area. This could lead to possible export / import of goods and services, joint ventures, and partnerships.

Business Facilitation

The LCCI provides services that facilitate efficient conduct of business activities.

Access to Financing

The LCCI informs and promotes among its members available credit facilities being offered by government and private financial institutions.

Access to Local and International Training and Scholarships

Through PCCI's extensive links with various local and international government and private institutions, LCCI members are provided with opportunities to attend training programs, here and abroad.

Information Services

The LCCI can offer a wide range of information services.

2.7 FULL-TIME SECRETARIAT

An LCCI should have the goal of establishing a full-time secretariat housed in a permanent address where the LCCI can easily be contacted, and where the LCCI's important papers and documents can be stored. A secretariat with a permanent address assures the LCCI's continuity, instead of a temporary address which changes with the change of the LCCI leadership.

(Please refer to Chapter 8.)

2.8 PCCI GUIDELINES FOR THE CREATION / APPLICATION OF NEW CHAMBERS

Geographical Jurisdiction

Only one (1) chamber may be established and accepted into PCCI membership in each Chartered City, Province, and Special Economic or Export Processing Zone, provided that it is endorsed by the concerned

- Regional Governor
- Area Vice President

A Chamber may be established in a Component City or First-Class Municipality and accepted into PCCI membership, provided that it is endorsed by the concerned

- Provincial Chamber (if there are any)
- Regional Governor
- Area Vice President

Application for PCCI Membership

1. The applicant LCCI must submit the following documents to the concerned Regional Governor:
 - a) Completed PCCI Membership Application Form (The form may be downloaded from the PCCI website (www.philippinechamber.com)).
 - b) SEC Certificate of Registration
 - c) LCCI By-laws

The By-laws of the applicant's LCCIs must be consistent with the standard by-laws supplied by PCCI and must include the following:

- a) The names of the Chamber president and an alternate representative to PCCI.
 - b) Directory of members, with a minimum of 20 members.
 - c) List of all Board members and officers.
 - d) Check representing the Chamber's one-time application fee and membership dues for one (1) year.
2. The Regional Governor shall evaluate the application documents, sign an endorsement, and forward these to the Area Vice President.
3. The concerned Area Vice President shall also evaluate the application documents, sign an endorsement, and forward these to the PCCI Membership Committee.
4. The PCCI Membership Committee shall evaluate the application and make a recommendation to the PCCI Board for the acceptance of the applicant LCCI as a PCCI member.
5. Upon approval by the PCCI Board, the applicant LCCI will be notified in writing with a copy to the Regional Governor and the Area Vice President.
6. Applicant LCCI is accepted into membership into PCCI and will be expected to comply with the requirements for it to be in good standing.

2.9 REQUIREMENTS FOR CHAMBERS TO BE CONSIDERED IN GOOD STANDING

1. Payment of Membership Dues

The Chamber should pay the annual membership dues not later than March 31 of each year and should have no outstanding balance accruing from previous years.

2. LCCI Database

The LCCI should provide PCCI the list of their Board of Directors, Officers, and Members together with the payment of their annual dues.

3. Number of Members

The LCCI should maintain at least 20 of its members in good standing.

4. Reporting

The LCCI should provide PCCI with periodic reports on their activities and concerns through their Regional Governors and Area Vice President.

5. Participation in PCCI activities

The LCCI should participate in activities with other LCCIs.

2.10 TEMPLATE FOR LCCI BY-LAWS

BY-LAWS OF _____ CHAMBER OF COMMERCE AND INDUSTRY, INC.

ARTICLE I NAME AND OFFICE

Section 1. Name – The organization shall be known as the _____ Chamber of Commerce and Industry, Inc., hereinafter called the "Chamber."

Section 2. Office – The Chamber must be duly accredited by PCCI. The principal office of the Chamber shall be located at the _____, Philippines.

ARTICLE II PURPOSES

Section 1. Purposes – The Chamber shall have the following purposes:

- a. To serve as a voice of the business community and an independent forum for the development of a consensus of the business community in the province (or City) of _____ and on matters of local and national concern.
- b. To represent the business community of the province (or City) of _____ in all fora at the local, regional, national, and international levels.
- c. To perform an active role in helping shape the course of local and national events and share its expertise and make known its position on matters affecting business and the economy.
- d. To foster closer relations, understanding and cooperation among all sectors of the economy particularly in the province (or City) of _____.
- e. To establish and maintain linkages with PCCI, and other regional and global business organizations and agencies.
- f. To render services that will redound to the benefit of the economy, in general, and to its membership, in particular.

ARTICLE III MEMBERSHIP

Section 1. Classification of Members – The members of the Chamber shall be classified as follows:

- a. **Regular Members** – Any private enterprise engaged in business and other entrepreneurial activities for profit or the exercise of a profession shall be as a Regular Member, provided that:
 - 1. It has been registered with the appropriate government agency or agencies.
 - 2. It has a business permit to operate from a Local Government Unit (LGU).
- b. **Association Members** – Any business association or sectoral organization duly registered under the laws of the Philippines shall be eligible as Association Member, provided majority of its members possess the qualifications of a Regular Member stated in Article III, Section 1.c above.
- c. **Affiliate Members** – Any entity that does not meet the membership qualifications stated in this section shall be eligible as an Affiliate Member. An Affiliate Member shall be entitled to all rights and privileges of a Regular Member, except the right to vote and be voted upon.

Section 2. Other Types of Membership – The Board may provide for other types of membership, prescribe their qualifications, fix their dues, and define their rights and responsibilities. They shall not have the right to vote and be voted upon.

Section 3. Application for Membership – All applications for membership shall be submitted in the prescribed form and recommended by a member in good standing.

Section 4. Membership Application fees – The amount of membership application fees shall be determined by the Board and paid upon submission of the application for membership.

Section 5. Admission to Membership – All applications for membership shall be approved by the Board.

Section 6. Membership Dues – All members, whether regular, association or affiliate, shall pay annual membership dues, every first quarter of the year, in accordance with the rate approved by the Board. Any member which fails to pay the prescribed membership dues on time shall not be considered a member in good standing.

Section 7. Suspension and/or Expulsion of Members - Members may be suspended or expelled for cause by an affirmative vote of two-thirds (2/3) of all members of the Board.

Section 8. Reinstatement of Expelled Members – An expelled member may be reinstated by an affirmative vote of two-thirds (2/3) of all the members of the Board.

Section 9. Rights and Privileges – Subject to the limitations provided for in these By-laws, every Regular and Association member of good standing shall be entitled to:

- a. Vote in any membership meeting of the Chamber.
- b. Vote and be voted upon in any election for any office of the Chamber.
- c. Petition for the calling of a special meeting of the Chamber for the purpose of discussing any matter of vital interest, provided such petition is signed by at least ten per cent (10%) of all members in good standing.
- d. Examine during regular business hours the minutes of all meetings and the books of accounts of the Chamber.
- e. Receive regularly copies of all publications of the Chamber and its annual report.
- f. Participate in Chamber activities and in any of its Committees.

Section 10. Duties of Members – All members shall have the following duties and obligations:

- a. To abide by these By-laws and comply with all the resolutions, rules, and regulations duly promulgated by the Board.
- b. To pay their dues as provided for in these By-laws and other financial obligations to the Chamber.
- c. To attend membership meetings of the Chamber.
- d. To participate in Chamber programs and activities.
- e. To discharge any assignment given by the Board or by the President.

ARTICLE IV MEETINGS

Section 1. Regular Membership Meeting – The regular membership meeting shall be held at _____ at the principal office of the Chamber or at such time, date, frequency, and venue as may be fixed by the Board. Notice of such meeting shall be sent by the Corporate Secretary or by the Secretariat to all members in good standing at least seven (7) calendar days before the meeting.

Section 2. Special Meeting – A special meeting of all members may be held on call by the President or by the Board, or upon written petition of at least ten per cent (10%) of all members in good standing. Notice to all members of such meeting shall be sent by the Secretariat at least seven (7) calendar days before the meeting, except for the purpose of amending these By-laws which shall be governed by Article XII hereof.

Section 3. Quorum – In all membership meetings, the presence in person or by proxy of a majority of the members in good standing shall constitute a quorum.

Section 4. Representation – In all meetings of the Chamber, a member shall be represented, in person or by proxy, by its President or its duly authorized representative officially registered with the Chamber.

Section 5. Proxies – A proxy may be issued by a member in good standing and qualified to vote, by its President or officially registered representative, in the form approved by the Board. Proxies, whether delivered by hand, mail, facsimile or electronic mail, must be received by the Corporate Secretary or the Secretariat for record purposes at least three (3) working days before the said meeting, and shall continue to be valid until such time it is withdrawn by the member in writing, delivered to the Corporate Secretary or the Secretariat.

ARTICLE V

BOARD QUALIFICATIONS AND FUNCTIONS

Section 1. Composition – The Board shall be composed of ____ Directors elected by the voting members in good standing.

The Commission on Election shall promulgate the procedure for the nomination and the election of the Board of Directors as may be deemed necessary and its decision shall be final.

Section 2. Qualifications – To be qualified, a candidate for Director must:

- a. Be the officially registered representative of a Regular or Association member, provided that the organization represented has been a member in good standing in the year of the election and the previous year immediately preceding the election.
- b. Have been involved in any Chamber activity, such as committee work, prior to his nomination.

Section 3. Term of Office – The Directors shall have a term of ____ year(s) and shall serve until the election and qualification of their successors. The term of office of the new Board and the new officers shall commence on the first working day of January. In case of vacancy in the Board, the Board, by a majority vote of all its members, shall fill the vacancy from among its qualified members. The new Director shall satisfy all the qualifications of a Director and shall hold office only for the unexpired term.

Section 4. Functions – The Board shall exercise the corporate powers of the Chamber, conduct all its business and hold and control all its asset. It shall have authority, among others, to:

- a. Make appropriations and authorize disbursements from the funds of the Chamber.
- b. Appoint employees and fix the terms and conditions of their employment.
- c. Engage the services of auditors, management consultants, legal counselors, and other professionals as may be deemed necessary.
- d. Receive, consider, and act on reports and recommendations submitted by the commissions, councils or committees created pursuant to Section 1 Article VIII hereof.
- e. Issue a Policy Manual and prescribe such rules and

regulations as may be necessary and proper to carry out the objectives and purposes of the Chamber.

f. Adopt a corporate seal.

Section 5. Quorum – The presence of a majority of the Directors in any meeting of the Board shall constitute a quorum and the affirmative vote of at least a majority of the quorum shall be necessary to constitute a valid and binding corporate act.

Section 6. Meetings – The duly elected Directors shall hold an organizational meeting immediately after their election. They shall elect among themselves the President who must be chosen among the Directors, and as many Vice Presidents as the Board will deem necessary. The Board shall appoint a Corporate Secretary, a Treasurer, and an Executive Director of the Chamber, who may not be members of the Board.

The Board shall hold regular meetings at the principal office of the Chamber, or such other place and time as may be agreed upon by the majority of its members.

A special meeting of the Board may be held upon call of the President, or upon petition of at least one third (1/3rd) of the members of the Board. Notice of special meeting, together with the agenda thereof, shall be sent by the Corporate Secretary at least twenty-four (24) hours before the meeting.

Section 7. Minutes of the Meetings – All minutes of the meetings of the Board shall be recorded, signed, and kept by the Corporate Secretary at the Secretariat.

ARTICLE VI ELECTION

Section 1. Date and Place of Election – The election of Directors shall be held every _____ not later than September 15 of each year, at the principal office of the Chamber or at such other place and such time as may be fixed by the Board. Nominations shall be accepted at least thirty (30) calendar days before the election. Notice of election and the list of nominees shall be sent to all voting members in good standing at least fifteen (15) calendar days before the meeting.

Section 2. Voting Rights – Voting members of the Chamber in good standing shall be entitled to vote through their respective Presidents or officially registered representatives, in person, by mail or by proxy. A voting member in good standing shall be entitled to vote for as many candidates as there are Directors to be elected but cannot cast more than one vote for any one candidate.

In case of voting by mail, the voting members must use the official ballots issued by the Chamber which ballots, properly accomplished, must be received by the Secretariat at least five (5) working days before the date and time of the meeting called for the purpose or within such time and date as may be fixed by the COMELEC. Such mailed official ballots shall be considered in determining the existence of a quorum.

Section 3. Commission on Election – On the occasion of the election of officers, the Board shall also appoint a Commission on Election which shall conduct the election of the members of the Board of Directors and serve as the overall Board of Canvassers. No member of the Commission shall be a candidate during his term of office. The term of the members of the Commission on Election shall be two (2) years or until new members of the Commission are appointed by the Board.

The Commission on Election shall be composed of a Chairman, and at least two (2) members chosen from the membership of the Chamber in good standing. The Commission shall exercise, among others, the following functions and powers:

- a. To enforce the pertinent provisions of these By-Laws and promulgate such rules and regulations as may be necessary for the proper conduct of election.
- b. To determine qualified nominees and furnish all the members with the list thereof in an alphabetical order at least thirty (30) calendar days before the election. Only the nominees who have expressed in writing their acceptance of the nomination and have paid an acceptance fee as prescribed by the Commission on Election and approved by the Board shall be included in the list of qualified candidates.

- c. To disqualify, after the due process and by the majority vote of all its members, any candidate who violates any pertinent provision of this Article or any rule and regulation issued by the Commission.
- d. To appoint such deputies as may be deemed necessary in the conduct of the election, including, but not limited to, the members of the Chamber.
- e. The ballots shall be counted and canvassed, and the results shall be certified in writing by the Chairman of the Commission on Election who shall announce the results and proclaim the winners.

Section 4. Prohibited Acts – Any candidate for member of the Board, or any person acting on his behalf or interest is prohibited to so any of the following acts at any time within thirty (30) days prior to the election.

- a. The giving of cocktail parties, luncheons, dinners, and other similar parties or forms of entertainment.
- b. The display or exhibition of signs, streamers, and billboards anywhere, announcing the candidacy of any candidate.
- c. The distribution of campaign materials such as handbills, cards, sample ballots, handouts, giveaways or mementos in any manner or form and at any time.
- d. The insertion of paid advertisements in any form of media by or in behalf of any candidate or group of candidates.
- e. The commission of any other campaign act that tends to embarrass, disgrace or bring dishonor to the Chamber.

Section 5. Non-application to the Chamber – The foregoing prohibitions do not apply to the Chamber as a body which, through the Board or the Commission on Election, shall, in the interest of more intelligent voting on the basis of issues and for a closer evaluation of the merits of the candidates, undertake the hosting of common social activities and the publication of advertisements and press releases, the expenses thereof to be borne equally by all the candidates.

Section 6. Protests – Protests, if any, must be filed in writing with the Commission on Election within three (3) calendar days following the announcement of the election results. The Commission on Election shall resolve the election protest within seven (7) calendar days after receipt thereof. The decision of the Commission on Election shall be final and unappealable.

ARTICLE VII

OFFICERS AND THEIR DUTIES

Section 1. Officers – The Officers of the Chamber shall be:

- a. The President
- b. Such number of Vice Presidents as may be prescribed by the Board
- c. The Corporate Secretary
- d. The Treasurer
- e. The Executive Director

The President and the Vice Presidents must be elected Directors. The Immediate Past President, Corporate Secretary and Treasurer, if not elected Directors, shall be ex-officio members of the Board. The Board may, from time to time, create such other positions ex-officio or otherwise, as it may deem appropriate.

An appointive or elective official of the Chamber who accepts a full-time government job shall be considered resigned from the Board. For this purpose, a full-time government job means any government position other than those representing the private or business sector.

Section 2. Term of Office – The Board of Directors shall elect or appoint the aforesaid officers of the Chamber as provided in Section I of this Article. The officers so appointed shall have a term of one (1) year and shall serve until the election or appointment, as the case may be, and qualifications of their successors. However, the Chairman and members of the COMELEC shall serve for a term of two (2) years. The term of office of the new officers shall commence on the first working day of January or of the month following their appointment.

Section 3. Duties of Officers – The duties of officers shall be as follows:

- a. **President** – The President shall preside over meetings of the Board, the Executive Committee and the members. He shall be the Chief Executive Officer of the Chamber and exercise such powers as are inherent in his position and as may from time to time be delegated by the Board.
- b. **Vice Presidents** – The Vice Presidents shall exercise such powers and perform such duties as may from time to time be delegated by the Board and/or President.
- c. **Corporate Secretary** – The Corporate Secretary shall keep at the Secretariat the minutes of all meetings of the Members, of the Board, and of the Executive Committee; have custody of the corporate seal and affix the same on documents requiring such seal; prepare and issue resolutions duly adopted by the Members, the Board, and the Executive Committee; and issue or send all notices required by law, these By-laws or the Board.
- d. **Treasurer** – The Treasurer shall have the custody of and responsibility and accountability for all funds, securities, and assets of the Chamber with the obligation to keep and maintain complete and accurate records of the transactions in the corresponding books of accounts of the Chamber and to make an annual report of the finances of the Chamber to the Members and to the Board, as well as such reports as the Board may require.
- e. **Executive Director** – The Executive Director shall supervise the day-to-day affairs of the Chamber and perform such other functions as the Board and/or the President may, from time to time, delegate to him/her.

Section 4. Succession – In the event of sickness, absence, temporary disability or temporary incapacity of the President, the Board shall appoint an Acting President from among its Vice Presidents with the powers and prerogatives enumerated in Paragraph A of Section 3 above for the duration of such sickness, absence, temporary disability or temporary incapacity of the President.

In the event of resignation, death or permanent incapacity of the President or any other elective officer, as may be determined by a vote of two-thirds (2/3) of all the members of the Board, the Board shall elect his successor who shall serve only for the unexpired term.

Section 5. Secretariat – The day-to-day affairs of the Chamber shall be carried out by the Secretariat headed by an Executive Director, all of whom are employees of the Chamber.

ARTICLE VIII

COMMITTEES, COMMISSIONS, AND COUNCILS

Section 1. Committees – The Board shall establish such committees, commissions, and councils as it may deem necessary for the proper conduct of the business of the Chamber.

Section 2. Executive Committee – An Executive Committee may be constituted by the Board which shall have the power to pass and act upon matters pertaining to general policy and such matters as the Board may entrust for its action before and in between the Board meetings. The Executive Committee shall convene as often as necessary upon the order of the President and shall meet at such place and time, as may be agreed upon by the majority of its members. The presence of a majority of the members of the committee shall constitute a quorum, and the affirmative vote of at least a majority of the quorum shall be necessary for every action. The Board shall determine the composition of the Executive Committee. It will always include the President who will be the Executive Committee Chairman.

ARTICLE IX

ASSETS OF THE CHAMBER

Section 1. Assets – All funds, credits, and properties of the Chamber shall constitute its assets which can be disposed of only in accordance with the provisions of laws and such rules as may be promulgated by the Board.

ARTICLE X FISCAL YEAR

Section 1. Fiscal Year – The fiscal year of the Chamber shall be from January 1 to December 31 each year.

ARTICLE XI AMENDMENTS

Section 1. Amendments – These By-laws may be amended, altered or repealed in whole or in part by a majority vote of all members of the Board and a majority of all voting members present in person or by proxy at the annual or any special meeting called for the purpose, upon written notice of at least thirty (30) calendar days prior to the special meeting. However, any amendment or alteration to the chamber by-laws or their repeal in whole or in part, should be done with prior consultation with the PCCI Board.

Section 2. Effectivity - These By-laws, as amended, shall take effect upon approval.

CHAPTER 3

ADVOCACY

3.1 Developing and Implementing the LCCI Advocacy Agenda

To be a strong and reputable representative of the private sector, an LCCI should have the capacity to advocate for the interests and concerns of its members. Lobbying and advocacy for a more conducive business and economic environment are core activities of an LCCI. By actively engaging in advocacy, an LCCI raises its profile among local policymakers and its stakeholders.

An advocacy consists of organized efforts and actions based on “what is” to make “what should be” a reality. These actions seek to highlight critical issues that have been ignored or neglected, to influence public attitudes, and to enact and implement laws and policies so that the vision of “what should be” becomes a reality. These “what should be” outcomes include public policy and resource allocation decisions within political, economic, and social systems and institutions.

Effective Business Advocacy

The key to effective business advocacy is to focus on issues consistent with an LCCI’s mission and transparency in communicating those issues to both the local government and the membership. Selecting non-political issues such as those relating to job creation, economic development, and fostering better business environment are seen by the political establishment as friendly, credible, and non-partisan issues, which, in turn, fosters a strong working relationship between an LCCI and the elected leadership.

An LCCI should document its advocacy to articulate the policy priorities of the LCCI, and also identify the levels of engagement for the LCCI. The LCCI should either lead, collaborate or support an issue based on the guidance and working relationship with the local government unit (LGU). Identifying the level of engagement helps the membership better understand the agenda and determine the allocation of LCCI resources. An LCCI’s advocacy

should be limited to issues that are fully understood and where available resources can truly influence the outcome.

To carry out an effective business advocacy, an LCCI should:

- Identify important sectors where business activity can be enhanced or developed
- Develop a framework where specific actions are to be implemented
- Develop champions
- Organize committees
- Hold regular meetings and dialogues with local government units and stakeholders

Advocacy Thrusts

In developing its advocacy agenda, an LCCI can adopt the PCCI's advocacy thrust which is to act as a consultative mechanism for the business community to put forward initiative proposals and policy recommendations geared towards the promotion of a sound and dynamic business environment. It can be guided by the following advocacy thrusts:

1. Promotion of SMEs
2. Championing Productivity and Quality
3. Environmental Protection and Management
4. National and Countryside Development
5. Corporate Social Responsibility
6. Human Resources Development
7. Competitiveness
8. Cost of Doing Business

3.2 Developing an Advocacy Program

An Advocacy Program is an organized system at local, provincial, and national government levels to influence legislative, regulatory, and administrative policy decisions. (JJ Meehan, Keystone Associates & IG Schultz, Syracuse LCCI of Commerce).

An **advocacy agenda** is a list of issues, concerns, and policy recommendations that the advocate intends to pursue with a **timeline**, a corresponding **list of agencies concerned**, and a **research agenda**.

1. There should be a **system of regular consultation**, through **committees** within the **LCCI**. Other venues for consultations include **general membership meetings, fora, and seminars** to solicit the opinions of the members and other stakeholders in the area.
2. There should be a dedicated **advocacy and research team in the LCCI** which should be able:
 - To note the advocacy agenda and monitor its progress
 - To undertake research on the various issues identified in the advocacy agenda
 - To prepare summaries and briefs of laws, regulations, and other policies for dissemination to the members, thereby informing the members of developments in government policy.
 - To function as Secretariat for committee meetings and the various advocacy-related General Membership Meetings, fora, and seminars
 - To prepare position papers and press releases
 - To maintain advocacy and research contacts
3. An information campaign is also significant, aside from the submission of position papers to the concerned agency and meeting with the heads of the agencies. These information campaigns can be through print and broadcast media, fora or seminars.

Effectivity of an advocacy program. Outright, the clearest indication that an advocacy program is effective is if the policy recommendations in the advocacy agenda are heard and acted upon. This would largely depend on the following:

- Legitimacy
- Credibility in Research
- Careful Preparation of Positions
- Responsible Participation
- Sensitivity to Political Matters
- "Who you know"

Implementation of an advocacy program. Advocacy Work is a long process. As such, it requires several virtues:

- Patience
- Perseverance
- Determination
- Resourcefulness

Avenues for LCCI Advocacy and Participation

Section 35 of Republic Act 7160 or the Local Government Code encourages the participation of the private sector in local governance. An LCCI, therefore, can further promote its advocacy on the following, but not limited to, areas:

- a. To influence policy direction and resource allocation (ex: Local Investment and Incentives Code, Annual Investment Plan allocating the 20% Development Fund);
- b. Involvement in program planning, implementation, monitoring, and evaluation through Committee membership (people participation and anti-corruption through transparency or integrity mechanisms)
- c. Education sector mechanisms (local school board, school-governance councils)
- d. Special Projects
- e. Membership/Participation in other Special Bodies/Activities:
- f. Provincial Investment Board (PIB)
- g. Technical Working Groups for Special Projects or Concerns (CRID, PRNDP)
- h. Project Development Councils like IBRDC (Iloilo-Batiano River Development Council)
- i. Local Economic Development Team (EDT) / coordination with LEIPO and the Local Economic Development and Investment Promotion Center (LEDIP)
- j. Negosyo Center (support for MSMEs)
- k. Trade and Investment Promotion activities (Trade Missions, Business and Investment Summits, Trade Shows)
- l. Integrity Circle (transparency mechanisms / Project I4J)
- m. PBAC (Pre-qualification, Bids and Awards Committee)

Refer to Chapter 9: Relating with the Local Government Unit and the Community for a more comprehensive discussion on avenues for LCCI advocacy and participation.

3.3 Best Practices – Advocacy

Mandaue Chamber of Commerce and Industry

Building on the Success and Achievements of their previous leaders and ensuring a smooth transition between terms are techniques that have helped the Mandaue Chamber of Commerce and Industry to ensure that their advocacies are executed properly and felt by the businesses in their community.

Practicing Servant Leadership is one of the advocacies of MCCI. Their “SUGBU NEGOSYO” program has encouraged top business executives to commit and mentor MSME’s in their locality. Unlike other consultation events and mentoring programs, the “SUGBU NEGOSYO” is a continuous process which involves on-site meetings, action step planning, mentoring, networking, and feedback mechanism. This ensures that they can provide a holistic approach in helping small businesses grow.

They also take part in helping the local government with their Performance Governance System to improve the Competitiveness of Mandaue City. The BERDE STANDARD for Green Building Codes is one advocacy that they are preparing with the Mandaue City Council to work on ordinances that will initiate and guide the city in implementing a more Eco-Friendly and Sustainable Construction Code / Guidelines.

MCCI has also institutionalized an effective method of communication with the local government with the “MANDAUE TALKS BUSINESS”. This is a scheduled monthly breakfast meeting with the mayor and respective department heads to swiftly exchange concerns and formulate action steps to help the local businesses.

PCCI Quezon City

Nurturing and maintaining a vibrant working relationship with the Local Government has helped PCCI - Quezon City to build a formidable source of revenue for their LCCI. PCCI - Quezon City was able to enter into a partnership agreement with the Quezon City Government through their Business Permits and Licensing Department.

With a city ordinance and with rigid checks for transparency in place, PCCI - Quezon City donated more than P60 Million to help the local government with numerous Covid Mitigation Projects. This shows the effectiveness of the private sector and the local government when they work hand-in hand.

Furthermore, in partnership with PCCI HRDF, PCCI - Quezon City sponsored more than 100 Graduates in their "Dual Education Training and Immersion Program". This project instituted "Industry Based Learning to Bridge Process Gaps Through Technology". Graduates of this program will be employed, and those who were employed already when they joined the program got promoted in their jobs.

PCCI - Quezon City also maintains a shared services facility where they facilitate training on how to brew Local Craft Beers. This program encourages participation among local brewers. They are now in the early stages of planning to put up a watering hole in the city where Local Craft Beer Brewers can showcase their products.

CHAPTER 4

LCCI SERVICES

4.1 The Need and Opportunities to Provide LCCI Services

Aside from their role as business advocates, LCCIs exist to provide business support services to their members. Services basically differentiate LCCIs from ordinary business clubs. There are many reasons why LCCIs should endeavor to develop and expand their menu of services not only for members but for non-members as well.

Business Competitiveness in The Changing Business Environment

The critical role of LCCIs as a support organization to business has gained more significance in the light of the continuing globalization, liberalization of trade and investments, and increasing domestic and foreign competition – putting more pressure on companies to strengthen their competitiveness to ensure continued viability.

Rapid advances in information technology have brought about new and better ways of providing services. The breaking down of trade barriers and the advent of new technologies which allow faster and more efficient information exchange and distribution have opened windows of opportunities not only for enterprises but for LCCIs as well.

LCCIs can be pivotal in servicing enterprises to survive and grow. This is particularly true for small and medium-sized firms which need more support as compared to larger companies which have much more resources and networking capabilities that they can rely on. In the global village, enhancing competitiveness has become a necessity rather than a choice.

Financing Advocacy

Although some advocacy activities may be self-sustaining or even revenue-generating, integrating a sustainability mechanism in most advocacy efforts is usually not possible. Financial support for these activities may be sourced from interested members or cooperators which may provide all or part of the funding/logistical requirements.

For example, in the conduct of surveys or forums, concerned industry associations or international funding agencies may be able to provide the necessary funding support. Undertaking more income-generating activities may also be needed to help finance non-revenue generating advocacy efforts.

Pursuing alternative ways to financially sustain advocacy activities may be required to enable the LCCI to effectively carry out its role of representing and promoting the interests of the business community. The cost includes hiring of competent secretariat staff or outside consultants, and other expenses.

Tougher Competition for Members

Another challenge to LCCIs where membership is voluntary is the presence of other business organizations which compete in the recruitment of members. It is logical to expect that companies will prefer to affiliate themselves with organizations which offer the best services, advocacy, and high returns for their fees. Cross membership in two or more organizations may be common, but during periods of economic downturns, companies may opt to cut costs and limit the number of organizations they are involved with.

Services are highly visible and tangible activities which attract new members. As members rely on the LCCI to provide such services, they are more likely to maintain their membership if the LCCI can meet their expectations.

An Active and Larger LCCI Attracts New Members

Income-generating activities allow the LCCI to carry out more activities. Companies will be more attracted to join a highly active (and therefore better known) LCCI, than one that is less known. They will also be more inclined to join one that enrolls increasing numbers of local companies as members. A growing LCCI will, of course, need to ensure that, because of its expansion, it also expands its service delivery capabilities.

Greater Recognition from Economic Stakeholders

Recognition from the government and the business community at large is important for LCCIs to carry out their advocacy and service functions. In this regard, the more active the LCCI is, the more recognition it will receive from the government and from other economic stakeholders in the community.

Avenues for Greater Membership Involvement

LCCIs have significant expertise resources in their members. These members may be involved in the delivery of services taking advantage of their expertise. By doing so, their ties with the LCCI are strengthened as they have a greater personal link to the LCCI's activities.

Inter-LCCI Collaboration and Cooperation Agreements

There are opportunities for collaborating with other organizations or institutions to widen the range of services. An LCCI may enter into cooperation agreements with other institutions or **ORGANIZATIONS FOR RENDERING SIMILAR SERVICES, PARTICULARLY WITH THOSE THAT DO NOT COMPETE WITH THE LCCI IN RECRUITING MEMBERS. UNDER THE AGREEMENT, THE PARTIES MAY AGREE TO GIVE MEMBERS OF THE OTHER ORGANIZATION THE SAME PREFERENTIAL TREATMENT WHICH THEY APPLY TO THEIR OWN** members. In other instances, they may pool their resources to jointly provide some services taking advantage of economies of scale.

With increasing use of information technology, LCCIs may actively engage in information exchange among themselves for the benefit of their respective members. Examples include business matching, market and investment promotion, and others.

4.2 Choosing the LCCIs Service Niche

The following are essential factors for choosing which services to offer:

Is there a significant demand for the services offered from members or non-members?

The most important factor to consider is whether there is an existing or future demand for the service. The worst thing that can happen is channeling limited resources to develop a service which, in the end, proves to have no demand at all. The following are ways to conduct a demand-side analysis among members and even non-members: (See References: ITC /ICC/ZDH Publication, 1993)

Visits to Enterprises

This is a very good way of eliciting the required information from your members as they are likely to be more open and conversant within the confines of their own offices. Visits also allow intensive evaluation of the needs of the member enterprises using a personal approach. The disadvantage is the man hours required to conduct such visits.

Events

LCCIs can take advantage of members' presence in events to conduct informal discussions on their opinions on current and prospective services.

Questionnaire for New Members

This is a more structured approach to demand analysis. Questionnaires can be sent through e-mail, online survey tools (i.e., Survey Monkey, Google Forms) and social media. As in other surveys, active follow-up is required to generate sufficient response. Care should be taken, however, to make sure that the questionnaire is clear and concise (preferably one page, at most

two pages). Otherwise, the response rate might suffer or there might be confusion in the analysis of the responses.

Will the service generate enough revenues to finance the costs incurred in providing this service?

As mentioned earlier, the LCCI may not expect that all services will generate immediate revenues to sustain them. However, the LCCI must make sure that it will be feasible to continuously provide the service. Otherwise, if the service is terminated prematurely, this may be interpreted as a sign of inefficiency of the LCCI, and members may be disappointed.

Additionally, it is important that the revenue provided by the service is monitored in proportion to the LCCI's total revenues. Ideally, the LCCI should not rely on a single service to generate majority of its revenues and should endeavor to expand its menu of revenue-generating activities. The LCCI must be able to sustain itself, if for some reasons, its main revenue-earning service is not performing up to par.

Some services may have to be offered by LCCIs even if they cannot cover their cost (e.g., newsletter, advocacy, part of information services, etc.) However, decisions to provide such services should be taken with full knowledge of the costs involved.

Is there enough staff or manpower?

All services require staff support. The LCCI can successfully offer services if it has available staff with the necessary skills. The LCCI must be able to recruit and retain qualified personnel to handle its services, more so for specialized services which must be of high quality. The income from an additional service may help to finance the demand for additional manpower.

Will this utilize members' expertise?

The LCCI's members provide a rich source of expertise which the LCCI can draw upon. As a general rule, LCCIs should encourage greater participation in their activities to forge a stronger bond with members.

Will the service benefit primarily the members?

Members expect that they will be the main beneficiaries of the LCCI's services. The effects of offering services to non-members must then be closely analyzed, particularly regarding their impact on services to members. It is advisable to charge members and non-members differently for services, to make membership attractive.

In providing the service, will the LCCI compete with business enterprises?

Direct competition with existing businesses (especially with those of members) should be avoided as much as possible. LCCIs should always take a complementary role rather than be an active competitor of their constituents.

4.3 The Range of LCCI Services

There is a wide menu of services that the LCCI can offer its members. Depending on its specific business environment, capabilities as well as expressed needs of members, the following are examples of services that it can provide:

Examples of LCCI Services**Office Support Services**

- a. Office rental
- b. Staff services or temporary personnel
- c. Telecommunications and audiovisual equipment rental
- d. Translation services
- e. Mailboxes and office address

Business Information Services

- Local and international business information and statistics
- Trade and business opportunities
- Market intelligence
- Information on trade services
- Special or customized industry reports
- Information on foreign trade regulations
- Reference library or reading facility

Training Programs

- Enterprise management
- Association management
- Technical courses and examinations
- Leadership training

Consultancy and Advisory Services

- For firms
- For business associations

Publications

- Regular publications (newsletters, magazines)
- Special informative brochures for small enterprises
- Brochures on government/ institutional programs for small and medium enterprises

Trade and Investment Promotion and Business Matching

- Market contact service
- Organizing outbound trade missions
- Hosting inbound business missions
- Organizing business tours
- Participation in trade fairs and exhibitions
- Business database management
- Business matching activities and referral services
- Organizing business councils

Events Management

- Organizing conferences, seminars, dialogues, and lectures
- Organizing trade fairs and exhibitions

Business Facilitation

- ATA Carnet - The ATA Carnet is an international customs document that permits duty-free and tax-free temporary import of goods for up to one year. It contains pre-prepared unified customs declaration forms to be used at each customs border offices and serves as a guarantee to customs duties and taxes.
- Certificate of Origins

Internet-based Services

- E-commerce
- Website development
- Research

Community Service and Environmental Protection Programs

- Outreach programs
- Educational programs
- Medical assistance
- Support to disaster relief operations

Credit and credit guarantee schemes

- Relending
- Mutual guarantee schemes

4.4 Choosing the Right Service to Offer

The LCCI is always facing the difficult decision of which service to prioritize. The danger to provide services beyond the capabilities of the LCCI must be avoided. Often, LCCIs embark on too many new services, only to realize later that they have spread their resources too thinly, leading to ineffective services.

There are several ways to ensure that the right decision is arrived at. Planning sessions of the Board and senior staff using one or a combination of methodologies (e.g. S.W.O.T analysis, ZOPP) can facilitate the decision-making process and lay down the basic business or implementation plan. Group meetings may also be used for this purpose, especially if the LCCI is relatively small.

It is necessary, however, not to confine the planning to the President and Directors -- the staff who will be tasked with implementation of the activity must be involved in planning meetings as well. It is also recommended to involve some members in the discussions as they will be the beneficiaries or clients of the new service. Care must be exercised in making sure that the service will benefit the majority of the members and not just a select few. There may be instances, however, when the service catering for only a few clients generates an income that can subsidize other activities.

For many years, the choice of which services to provide depended largely on the level of development achieved by the LCCI. New or weak LCCIs, because of their limited staff and resources, focus on providing basic services such as office support (via facsimile machines; paper copiers); small library services and others which require a minimal manpower and capital outlay. Only well-established or large LCCIs with a full complement of secretariat staff are able to consider a wider range of services.

While this may have been true to some extent for the past, the environment has now changed the ways of doing business. New developments have enabled LCCIs with limited personnel to provide more “complex” services using information technology.

Moreover, there has also been a growing trend towards partnerships with government and other private sector institutions that allow even small LCCIs to participate in endeavors which would not be possible if undertaken solely by the LCCIs given the significant logistical requirements.

Decision – Making Factors When Choosing Services to Provide

1. Strong demand for the service.
2. Use of available staff and other resources.
3. Service has short-term (1-6 months) income-generating potential.
4. Service has long-term (12 months or more) income potential.
5. Synergy effects with membership recruitment and retention program potential.
6. Absence of or weak competition in the market for the service.
7. No need to build up additional know-how.
8. Minimal or no additional capital expenditures required.

*Excerpts from Manual on LCCI Services by CRISANTO S. FRIANEZA
Referred from: **Manual on Developing and Operating an Information Service for LCCIs and Trade Associations** by Wong Chin Yeow, published by ZDH. See Annex References. This can also be downloaded at no cost from www.zdh-connect.com.*

4.5 Best Practice on Services

Ormoc City Chamber of Commerce and Industry

In helping the local government with their Disaster Preparedness and Management Programs, the Ormoc City Chamber of Commerce and Industry is assigned as the private sector representative of the Local Government to receive, process, and distribute disaster management related donations in all forms.

In taking this role, the Ormoc City LCCI can ensure that their local government agencies receive much needed help in providing swift and timely response to all disaster related occurrences such as earthquakes, typhoons, and floods.

Ormoc City Chamber of Commerce and Industry also helps in the Covid Management Programs and vaccination drive of their local government, this paved the way for the prioritization of the economic front-liners (workers) in their province in the vaccination hierarchy.

They are also very active in representing the business sector in Local Development Councils and Investment Promotions.

CHAPTER 5

MEMBERSHIP

5.1 Introduction

Members are the lifeblood of an LCCI. Building a strong membership base should be among the first priorities of an LCCI to enable it to have access to resources and to enhance its “representative” character. This is particularly true for LCCIs in the Philippines where membership is voluntary and where numerous other business organizations exist. Having informed, interested, and willing members participate in committees and carry out programs of work enhances the effectiveness of an LCCI as an advocacy and service-oriented organization.

Sizeable membership from the local business community enhances the LCCI’s position as “voice” of the business sector. If it has insufficient membership, the LCCI will not be a real representative of the business community in the area, and it will not be so recognized by the local government. It may lose its representative character and may not be given representation in public bodies, and neither will its views be considered very seriously as representative views of the business community.

Moreover, members are usually the main source of operating funds as well as the direct and immediate targets of the LCCI’s business service. The nature and extent of services an LCCI provides depend very largely on the requirements of its members and, at the resources it has.

A large membership provides access to more resources, expertise, client base, and sometimes manpower, enabling it to offer expanded services. If it has limited membership, the number of services it can offer will likewise be very limited.

In case of small membership and consequently limited resources, the LCCI cannot establish a professional secretariat nor engage the services of qualified persons to implement the LCCI’s activities.

Just as important as all of these, is the quality of the LCCI's leadership. A healthy membership base produces dedicated leaders who are well-informed and are willing to volunteer their time and talent to accomplish meaningful goals.

To enhance the dynamism and ensure longevity of LCCIs, growth in membership is absolutely necessary.

5.2 Preparation for Recruitment

Before an LCCI undertakes its membership recruitment program, it is very critical that it has a clear idea and definition of what it wants. This is perhaps the single most important element in gaining and keeping members. Unfortunately, this is also usually overlooked.

The success of recruitment efforts will depend on informing prospective members on what to expect from their membership in the LCCI. The ability to retain members will depend on how these expectations are sufficiently met. These expectations are often formulated in the LCCI's vision and mission.

It is, thus, important for an LCCI to have a clear vision and mission which shall serve as guides in setting policy and determining LCCI activities.

Marketing the LCCI

After defining its vision and mission and determining the one who will lead and facilitate the recruitment process, the LCCI can now develop and implement its marketing plan. The marketing efforts should focus on both the tangible and the intangible benefits of membership.

Selling The Intangibles

One of the common difficulties in promoting the LCCI is that many of its most valuable benefits are intangible. It is very hard to quantify business advocacy, networking opportunities, business contacts, and so many other LCCI efforts.

What's In It for Me? (WIIFM)

Equally important and less difficult to manage is informing prospective members about current services and activities of the LCCI.

Prospective members are generally more easily interested in availing of actual services rather than participate in advocacy efforts. There are more small and medium enterprise (SME) members in local LCCIs, and this is primarily because more local LCCI members are small and medium enterprises require more business support activities.

On the other hand, larger business enterprises tend to be more interested in advocacy since they have more resources and require less support services.

5.3 Elements of a Good Member Recruitment Marketing Plan

An essential aspect in a recruitment marketing plan is a detailed planning schedule, which should list every task and activity connected with the campaign – before, during, and after it takes place.

In addition to comprehensive schedules, most successful membership recruitment efforts involve many other elements of thorough planning. Among the more important aspects are:

- Allowing adequate time for planning – major efforts usually begin months before a campaign kickoff.
- Preparing printed materials (as simple as a one-page letter or as elaborate as a full-color annual report) that describe the LCCI and what it offers to members.
- Setting a realistic campaign goal / target recruitment figure.
- Choosing a strong Volunteer Leader or Membership Committee Chairman who can devote sufficient time to the effort and motivate others to perform well by providing thorough orientation, focusing particularly on telling volunteer workers about schedules of dues and benefits derived from LCCI membership.

- Publicizing the campaign as widely as possible throughout the community.
- Keeping accurate, detailed records of everything – good or bad – that happens in planning, carrying out, and concluding the campaign. Such records will be invaluable in planning future campaigns.

Planning the Membership Campaign

Local LCCI executives who have been involved in membership development recognize at least three things in planning:

- **There Is No Such Thing as Over-Planning a Membership Campaign. Membership Recruitment efforts must be Planned, Calibrated, and Monitored to be able to ensure Success.**
- The structure, theme, content, and objectives of membership campaigns are limited only by the imaginations of those responsible for them. There is a multitude of strategies that may be adopted, and a single strategy may not be sufficient.
- The spectacular success of a particular type of campaign of some LCCIs and the spectacular failure of another type of campaign of others may say nothing about what type of campaign will succeed in your LCCI. This means that specific conditions in the LCCI's locality may require refinement or adjustments in strategies that have proved successful in other areas.

Despite these however, there are some aspects of membership development that are common to many LCCIs and there are valuable lessons to be learned from the experience of others.

5.4 Assessing Your LCCI

As an initial step, the LCCI must assess its "marketability" among its intended potential members. The following are useful guides in analyzing the marketability of an LCCI:

1. Evaluate the LCCI's current logistics.
2. Does the LCCI have a permanent secretariat and office?
 - How many personnel are assigned to membership development?
 - Is the Secretariat office easily accessible to your potential members?

3. Analyze the LCCI's current membership versus the area's business profile.
 1. How many registered business establishments are there in the LCCI's area? (City, municipality, province)
 2. How many members does the LCCI has as a percentage of the total local business establishments in the LCCI's area?
 3. What is the composition of the LCCIs current membership classified by categories such as small, medium, large, manufacturers, trading, services etc.?
4. Chart the LCCI's membership loss and gain over the past few years.

In each of the last five (5) or three (3) years,

 - What is the total membership (by classification)?
 - How many new members were recruited?
 - How many resigned?
5. Analyze why the LCCI is losing members. How many resigned other than for reasons of closure, relocation or financial difficulties?
 - Assess the LCCI's programs and activities to determine what it can offer to prospective members.
 - Business matching opportunities and trade referrals?
 - Business education and information?
 - Capacity for meaningful advocacy that will enhance and induce appropriate business environment?
6. Examine the LCCI's overall attitude to actively promote membership growth.
 - Is the LCCI able to communicate its achievements to the members and the business community?
 - How about relations with the local government leadership or other business / non-government organizations?
7. Consider the LCCI's overall attitude toward growth.
 - Do a majority of the members think the LCCI is already "just the right size"?
 - What could be the reason why the LCCI suffers from low membership?

Knowing the LCCIs' strengths and weaknesses will be the basis for the development and implementation of a sound and realizable membership campaign.

5.5 Finding the LCCI's Prospective Members

The next step is to identify who the prospective members are. The following sources have proven to be generally reliable for finding prospects:

- Local Government Units (LGUs) – The Business (or Mayor's) Permit is the best source of updated and comprehensive lists/directories of existing business enterprises in the municipality or city since this is an annual requirement to operate. LCCIs may forge a partnership with the local government to assist in facilitating the issuance of these permits which can also give them access to this database.
- Department of Trade and Industry (DTI) – DTI makes available various business databases which can be accessed through their national, regional, or provincial/city offices or through their website <http://www.dti.gov.ph>. They also maintain and provide access to directories of industry/trade associations.
- Securities and Exchange Commission (SEC) -- The SEC has the Philippines top 5000 corporations.
- Executives and managers of current member firms
- Local newspapers (through articles announcing new businesses and personnel changes as well as through advertisements)
- Online directories ("Yellow Pages" listings)
- Membership directories published by trade and professional organizations
- Visits to commercial areas for the purpose of identifying non-members.

5.6 Target-Setting

Good prospecting also goes a step further than getting names and telephone numbers. LCCIs should have a clear idea of how many businesses they can realistically expect to recruit. This will require information on how many businesses exist in the locality and then setting a certain percentage as the recruitment goal.

How can the LCCI come up with its membership targets?

In coming up with the recruitment target, it should be noted that not all businesses will join the LCCI no matter how good it is or how appealing or excellently managed the membership campaign is.

Many enterprises are small and lack the financial resources to become members. Some would be indifferent no matter how informed they are of the benefits of membership.

In addition, it is recommended that the LCCI adopts timelines and sets increasingly higher targets over specific periods, rather than immediately go on a massive recruitment program.

The LCCI should strive to develop its capabilities (Secretariat or technical capabilities, in particular) consistent with the increasing demands of the growing membership. Some new members may be dissatisfied and may fall out if their expectations are not met within a reasonable period of time.

5.7 Finding the Best Recruitment Strategies

The following are examples of strategies that may be adopted. Note however that a single strategy may not be sufficient and that a combination of approaches may be ideal.

Strategy 1: Creation of a Membership Recruitment Committee

A Membership Recruitment Committee composed of volunteer members created purposely to recruit new members and supported by full-time/part-time paid staff.

It is important for the Membership Committee to be led by a popular chairperson with good public relations skills. It is, likewise, helpful when the members of the committee are those who have availed of the services of the LCCI as they will be in the best position to discuss their positive experiences.

Strategy 2: Membership Drives and Blitzes

These are annual or periodic “theme” campaigns lasting several months and short-term “blitz” campaigns.

Strategy 3: Tasking Officers or Members to Recruit

Directors, officers, or members bring in or “sponsor” new recruits, sometimes called the “each one brings one” or “member get member” or “buddy-buddy” program.

“Sponsoring” new recruits adds a personal touch which new members appreciate, and this helps to reinforce the feeling of being a part of the LCCI family.

Strategy 4: Telemarketing

Volunteers, paid staff, or a contracted sales organization sell membership over the telephone.

Strategy 5: Networking with Other Organizations

The LCCI forges strategic partnerships with other business, trade/industry associations, and civic, religious, and other sectoral organizations whose membership or client base may be good sources of potential LCCI members.

In adopting this strategy, the LCCI should focus on showing the prospective member the added value of LCCI membership.

Strategy 6: Roadshows

Mobile or roving presentations or exhibitions on the LCCI’s services and activities to be held in selected venues (hotels, industrial or commercial centers and the like). Visibility of the activity can be increased by making press releases on the activity or encouraging radio or TV news coverage to generate interest.

Strategy 7: Open House

The LCCI invites potential members to visit its office for a presentation on the LCCI’s activities.

Strategy 8: Organizing Sector-Specific Events

The LCCI organizes dialogues, forums, exhibits, and other activities targeting specific sectors. Examples are events with the following topics: new regulations in exporting to certain international markets; new technologies in selected production processes; subcontracting, etc.

Strategy 9: Use of social media (FB Pages, Viber Groups)

The LCCI highlights its activities through postings in social media.

5.8 Developing Marketing Collateral Materials

The membership campaign requires the production of collateral materials such as the following:

1. The Invitation Letter

Almost always, prospective member companies will look for a formal invitation letter, at least for documentation purposes. This includes even those who have already signified their interest to join.

A good format is a short letter (at most two pages) addressed to the head of the company which includes a backgrounder on the role and functions of the LCCI, highlighting the advantages of being a member. The letter may include a request for an appointment to explain the LCCI profile in more detail as well as to name the person to be contacted. Try to make the letter short but interesting. Remember that the reader is a busy businessman. Put the details in an accompanying brochure or leaflet which the reader can go through in his spare time. (See Annex 5.1)

2. Brochures and Leaflets / Primers

This is a basic information material that is very easy to distribute either through mail (with corresponding cover / invitation letter) or during personal contacts.

LCCI brochures may contain the following:

- A short history of the LCCI
- LCCI vision and mission / purpose
- Board of Directors / Officers
- LCCI services / activities
- Membership classifications (and membership fees)
- Committees and nature of their work
- Procedures for applying and contact details (How and where to apply) This may also include a reply form which the interested company can easily send.

3. Multimedia Presentations / Videos

The information in the brochure can, likewise, be transformed into a multimedia presentation (such as a “PowerPoint” slide presentation) or videos. These tools are very helpful in making briefing sessions easier and more interesting. Slide presentations are easy to produce while videos cost a lot more to develop. The costs, however, may be reduced with the assistance of members who can provide related services for free or at lower rates.

4. Newsletters (Bulletins), Magazines, Directories, and Other Special Publications

Informative publications help generate interest in the LCCI, particularly those which provide information on LCCI activities, position on current issues and profiles of members.

5. Posters

Posters may be placed strategically in areas frequented by prospective members such as offices issuing business permits and licenses and commercial districts.

6. Social Media /Website

Social media (such as Facebook, Twitter, and Instagram)/websites are powerful tools to communicate to the business community the benefits of becoming an LCCI member. Information on the various advocacies and activities of the LCCI should be highlighted.

5.9 Implementing the Recruitment Campaign

To implement the recruitment campaign, a dedicated person – either a member of the LCCI secretariat, a consultant or a chamber member volunteer, should be designated by the LCCI.

It is important to monitor and document the progress of the recruitment campaign. The following records must be regularly maintained:

- List of new members (by month)
- List of companies invited but not interested (including reasons why).

- Responses of interested companies and corresponding actions taken.

The above information will enable the LCCI to undertake corrective measures if the membership campaign is not able to achieve its targets.

5.10 Membership Administration

5.10.a. Approving Membership Applications

A rigid processing and application system must be put in place to before the company's membership is finalized. This will involve the following:

- **Submission of a properly filled-up application form**
- **Payment of the application fee**
- **Payment of one-year membership dues.**
- **Initial processing by the Membership Staff.** It is essential that only those companies which meet the criteria for membership be accepted. If they do not meet the criteria, the form should be immediately returned to the applicant together with a letter stating the reasons why their application is not acceptable.
- **Screening of the applicants by the Membership Committee.** If qualified, the application is endorsed by the Membership Committee to the LCCI's Board of Directors for final approval.
- **Confirmation.** Upon Board approval, the applicant is immediately informed and advised of the schedules of briefing and orientation and induction ceremonies.

5.10.b. Membership Administration Staff

Staffing requirements may vary according to the size of the LCCI and the number of members. For a small LCCI, only one full-time or part time staff may be assigned to process the applications and maintain files. Additional staff may be hired depending on the volume of applicants / members. For larger LCCIs, a full-time Membership Division Manager may be hired to take charge of planning and implementing the recruitment program and membership management.

5.10.c. Setting Membership Dues

Many LCCIs have a graduated fee structure based on the capability of the member to pay (ex. in terms of paid-up capital or asset size). The membership dues also vary from LCCI to LCCI based on the menu of services of the LCCI and the level of development or status in the business community it has already achieved. Note, however, that membership dues are the biggest contributors to the LCCI operating funds and changing the fee structure impacts heavily on its financial viability.

There are limits also to what members are willing to pay. In setting the membership dues, it is important that these are commensurate with the expected benefits or services to the members. It will be worthwhile to monitor the dues of other business organizations or trade and industry associations to be able to benchmark and ensure that the LCCI dues are not way off the rates of other associations.

Whenever increasing the membership dues, it must be realized that there will be increased fall-out also since some members would rather resign than pay extra.

5.10.d. Collecting Membership Dues

Collecting membership dues is a simple but tedious process which many LCCIs find very difficult to do. Because of this, many LCCIs suffer from having numerous uncollected dues which may affect their financial position and consequently, also affect their activities and services. In collecting membership dues, the following may be noted:

- Always start collecting dues early in the year. This significantly enhances chances of collection since companies have “fresh” budgets at the start of the year.
- Be persistent but courteous in following up. Sometimes, it may take several letters or telephone calls before a member finally pays the dues. Remember that processing of the payment takes several steps and involves several member company personnel and delays may be encountered in any of these.

- Have a reliable documentation/accounting system. Make sure that your records are correct to effectively guide your collection efforts.

5.10.e. Encouraging Payment of Membership Dues

- The best way to make members pay their dues is to make their membership worthwhile by providing them good services.
- Make sure that your member knows that he/she will lose membership benefits if he/she does not pay dues. For example, he/she will not be included in the membership directory for publication or for business matching.
- Adopt a strict timetable. Encourage your members to make it a habit to pay on time.
- Reward prompt payment by giving proper incentives.

5.10.f. Handling Delinquent Accounts

The LCCI will always have to face delinquent accounts. In dealing with these members, the following may be implemented:

- Make sure that the delinquent members have actually received the billing statements and collection letters. One of the usual reasons given for non-payment is that they have not received any billing statement. Maintain records of when the communications were sent and who received them.
- Give the member a reasonable grace period within which he/she can pay without losing membership benefits.
- Send notices which are firm but polite. (Please refer to Annex 5.6 for sample letter)
- There are instances when LCCIs may condone past dues particularly during or after periods of economic difficulty. These should be treated as special cases and not regular courses of action.

If all efforts have been made to enable the delinquent Member to settle his account but payment is still not made, then this Member should be delisted from the rolls of the LCCI. However, proper procedures must be followed. The Board must formally approve the delisting upon recommendation of the Treasurer. The Member must then be formally notified of the delisting. *(Please see Annex 5.7 & 5.8 for sample letters.)*

5.10.g. Handling Resignations

Some members will resign from the LCCI for a variety of reasons. Most resignations result from ceasing of operations of the company or financial difficulties. In case of the latter, some temporary arrangements may be negotiated by the LCCI to ease the burden of payment of the membership dues and allow the member to continue availing of membership benefits.

Other members, however, may resign because of a perception that they are not benefiting sufficiently from the LCCI. Still others may have had a negative experience, such as disagreement over advocacy issues. In this case, they may or may not directly cite their actual reasons for resigning in their letter of intent to cease their membership. Because of this, the LCCI must carefully examine resignations and exert efforts to determine the actual reasons. These instances provide clues as to what aspects of their operations the LCCI must improve to prevent such resignations. Please see Annex 3.9 for sample letter.

5.10.h. Building and Managing a Membership Database

Maintaining a database of all members is a basic function of an LCCI. The membership database has a variety of uses such as a reference for trade inquiry referral, business-matching, and e-commerce. The membership database can also provide important statistics that can be helpful in policy development.

5.11 Strategies and Techniques to Retain Members

LCCIs vary in their levels of effectiveness as the “voice of business” and in their capacities to provide services, low effectiveness results in the loss of membership. Some member withdraw because they do not realize the value and benefits of their membership. Even worse, their LCCI may have been perceived as having failed to function as it should.

LCCI leaders should not wait until they start losing members concrete steps are undertaken to address possible membership loss. Remember that retaining members is much more difficult than recruiting them.

Members regularly renewing their membership are just like “repeat customers” and is a good indication of the effectiveness of the LCCI as a business organization. Having repeat customers means being able to satisfy their expectations.

Given an average resignation rate of 10 to 15 percent annually, an LCCI in effect must “re-sell” 100 per cent of its membership every five to 10 years. This is a daunting task which LCCIs regularly face.

It is sometimes said that the relative cost of retaining members is far less than the cost of getting a new member. However, retaining members does not involve only a given set of activities or procedures. Retaining members means having an LCCI which sufficiently addresses the advocacy and business support services requirements of its members. Its capabilities -- and success -- in providing these must also be properly communicated to increase the members’ appreciation of the LCCI.

However, the following can serve as guides in retaining members:

1. Embody Effective Leadership

Perhaps the single most important aspect in membership recruitment and retention is the ability of the LCCI to have dynamic, credible, and effective leaders. Members look up to the LCCI Officers and will always examine who the LCCI leaders are since they will want to be properly represented in the decision-making process within the organization. Well-known business personalities who are successful or perceived to be very good leaders easily attract new members and can elicit support and participation from Members.

2. Disperse Responsibility Among the Members

Part of effective leadership has to do with being able to disperse responsibility among the LCCI’s members. Studies have shown that a large percentage of LCCI members who maintain their membership are current or past LCCI officers or committee members. This indicates that involving members in the operation of the LCCI is a successful retention tool – and one that should be

used as soon as a member is inducted. Appoint new members to committees and consider them for LCCI leadership positions.

3. Provide the Right Services at the Right Time

There are regular business services that should be provided by the LCCI day in and day out. Members are very sensitive to the consistency and reliability of LCCI services as these may have significant impact on their operations.

In addition, LCCIs must constantly monitor the requirements of their members which may vary from time to time and address these as may be appropriate. For example, training programs may be refocused to keep up with the current demands. Surveys, informal meetings, or occasional telephone calls may be conducted for this purpose.

4. Treat members as Valued Customers

Whenever possible, always lend a helping hand to the members. Do not disregard simple requests. Members often value and remember the “little things” that the LCCI officer or staff has extended to them. LCCIs by themselves may not always be able to provide what the member requires but may refer the matter to someone in a position to do so. Sometimes, small incidents such as these become the basis for members to decide later on whether to continue their membership or not.

Remember that the LCCI is a **service-oriented** organization.

5. Communicate with the Members

Members will feel that they are a part of the whole LCCI movement if they are constantly kept abreast with what is happening. Members take pride in being part of a productive and influential organization.

Use regular meetings, newsletters, website, and social media accounts to share information on the LCCI’s activities and events. Involvement with one of these programs might be the catalyst that sparks a lifelong commitment to LCCI membership.

Encourage all members to attend conferences and the annual meetings, this way members learn more about activities locally, nationally, and internationally. Remember also that the member's officers may change over time, and it is essential that they are given as much information as possible, particularly on the members' involvement in the past.

Frequent new member orientation meetings, scheduled at convenient hours, provide an opportunity for the LCCI to reinforce the message that was delivered by the volunteer or staff member who made the recruitment. Current members can also attend these sessions to serve as refresher courses.

Communications should also be a two-way street. Make sure that feedback on the needs of the members are noted and focused on. Study their needs and harness the secretariat and committees to assist the members in addressing their concerns.

It is also important that the member's opinion on the effectiveness of the LCCI's activities and services are gathered. Monitoring their effectiveness should be regularly undertaken to make sure that they significantly benefit the members.

For this purpose, formal or informal surveys may be undertaken. Questionnaires asking for feedback on LCCI services currently provided or indications on desired services may be sent by mail, e-mail or online surveys. Short questionnaires can also be distributed during LCCI events and may be retrieved the same day.

Sometimes, however, the response rate to this kind of surveys is quite low. This can be augmented by interviewing members personally or through telephone calls from time to time. Most members appreciate being able to talk about their experience with the LCCI and these exchanges can be a very good source of ideas for future services.

6. Conduct Regular Briefing / Orientation Sessions for New Members

The time to try to keep a member is not when he or she already has “one foot out of the door” as it may be too late by then. Instead, start the retention efforts the minute that a member is invited to join.

LCCIs must make sure that new members are briefed sufficiently on what the LCCI can do for them. Even long-time members may be invited to a “refresher course.” These sessions may also act as fellowship events where members and non-members may interact and network. Usually, during these sessions, members are very keen on introducing their respective companies and their products or services. (Please see sample program for briefing session on Annex 3.10)

7. Conduct Meaningful Induction Ceremonies for New Members

The induction ceremony is an event that warrants special commemoration – one that will show new members just how important they are to your LCCI. Induction ceremonies may be held during General Membership Meetings or special gatherings when most of the members can witness the new members’ formal acceptance into the organization. Please see Annex 3.11 for sample Oath of Office.

8. Have Regular Activities for the General Membership

General membership meetings once a month will provide the opportunity for participation and networking among the members.

In planning programs, the interests of the LCCI members should be the primary concern. The ideal is for programs to be so attractive and appealing that they promote good attendance, as well as information. Strive for timeliness, variety, and balance in subject matters. Remember that most members choose to spend their time on the activities they find most rewarding, therefore make LCCI membership and activities such as these a more worthwhile experience for your members.

Guest speakers may be invited to discuss current issues or topics that may be of interest to the members.

Registration fees may be collected for these events. However, keep in mind that members will only be willing to pay if they believe the program would be worth the fee. In addition, members may also be invited to sponsor or shoulder part of the costs. In return, they can be given a brief slot where they can make a presentation on their products and services or business opportunities.

9. Organize Fellowship Activities

Many members look forward to fellowship events where they can unwind after a hectic day. The LCCI should endeavor to promote acquaintance and friendship among members. The sense of fellowship should embrace not only LCCI members but visiting LCCI members as well. Fellowship and camaraderie is a key to a thriving LCCI.

10. Provide Special Incentives for Members

Special incentives may be given to members such as identification cards (which may also serve as credit or discount cards) or awarding “loyal” members or those who have shown remarkable participation in LCCI activities. However, special care must be given when conferring awards. The selection process must be managed properly and be transparent to prevent undue criticism. If not, awards may not achieve their purpose of being an incentive and may rather cause divisiveness.

11. Motivate and Encourage Members’ Participation in LCCI Activities

The sense of belonging should be cultivated in Members by constantly encouraging them to participate in LCCI activities, whether in LCCI work, attendance in functions/events, consultation on advocacy/policy matters and others. A common complaint is that members are not properly involved in LCCI activities and LCCIs are only intent on collecting the dues and registration fees for special events.

Some LCCIs take the extra step of meeting with new members individually. This provides a very good opportunity to discuss the concerns of the member and how the LCCI may help. However, this consumes a lot of man-hours both for the volunteer member or the staff. Ideally such visits are scheduled just after the company has become a member and after a period of several months, to check on the member's perception on its membership in the LCCI.

12. Keep Track of Members' Involvement in the LCCI

A good way to monitor Member's involvement in LCCI activities is to adopt a tracking system or a simple customer relationship management (CRM) system. This can just be a simple listing of members and the events, services, or activities that they have participated in or been involved with.

By having such a simple checklist, you may be able to identify those who have been least involved and who can be the focus of succeeding activities events. You may also send them a letter to encourage them to participate.

13. Improve the LCCI's Image in the Community

If prospective members view the LCCI as a prestigious organization that is highly regarded throughout the community, they will consider it an honor to be invited to join. One way to project such an image is by ensuring that the LCCI's activities and efforts receive adequate media coverage.

To do this, the LCCI must establish a good working relationship with the local media (TV, radio, newspapers) and keep them informed about all the LCCI's projects, especially those in which the general public can participate.

The local government units are very essential partners, LCCIs must also establish a good working relationship with the LGUs and adopt measures that will enhance this working relationship.

It is essential that the LCCI is able to communicate to the public its advocacy function and more importantly, its accomplishments as far as the socio-economic development of the area is concerned. LCCIs can periodically publish a document for prospective members (brochure) with a sampling of accomplishments and short profiles of prominent members. Information drives may focus on:

- Lobbying results
- Participation in local and national issues related to business
- New services
- Development of entrepreneurs
- Promotion of business particularly small and medium enterprises (SMEs)
- Community involvement

14. Operate a Well-Organized and Efficient Secretariat

The more members an LCCI has, the more pressure there will be for the Secretariat to meet the members' requirements. To be able to meet the demands of an increasing membership, efforts should be made on enhancing the efficiency and professionalism of the staff and, when needed, to hire additional personnel.

15. Monitor Dropout Rate

Why are members leaving the LCCI? Research have shown that the main reason why members drop out is their perception that there are no benefits in being a member. Businesses join the LCCI with expectations of gain. The LCCI will be able to make the necessary corrective actions once the reasons why the members leave are known.

16. Be Firm in Implementing Rules on Delinquency

Members must realize that their membership provides them with benefits that would otherwise not be available if they had not joined the LCCI. Members should not take this affiliation for granted and have to have a clear idea on the distinction between members and non-members.

In this regard, the LCCI must strictly implement rules on delinquency and cancellation of membership. LCCIs that maintain a strict cancellation policy are often the LCCIs that enjoy the best retention rates. This is also true for other services such as training programs. Members who must pay training fees tend to appreciate the training much more than those attending for free.

A LCCI should be run like a business. Those who will be served should only be those who are willing to pay for the service.

This policy, however, is only meant to prevent free riders. Sometimes, there may be instances when a member in good standing for a long time is forced to resign. Special consideration may be given in those cases for specific services or assistance that the former member may request. There is a very high probability that these former members who were assisted even after resigning will renew their membership once they are able to do so.

17. Address the Gaps – Conduct Special Events and Undertake Focused Projects

If the LCCI offers lively programs on topics of interest to many members, more members will make an effort to be involved. Solicit ideas from members for topics and activities, particularly for discussions during general membership meetings, training activities, and the like.

Similarly, evaluate the services, projects or activities offered in terms of interest. Perhaps it's time to replace or augment some traditional projects with others appeal more to newer – and younger – members. Appoint some recent recruits to explore these needs and propose new project ideas.

Some of these activities are discussed in a separate manual on LCCI Services.

5.12 Best Practices on Membership Recruitment and Retention Metro Angeles Chamber of Commerce and Industry

In their drive to develop and mentor young professionals to become successful entrepreneurs, MACCI has their “MACCI GEN ZYNERGY” program which aims to attract young businessmen to join the LCCI movement. Involving younger members in the LCCI’s various activities enhances MACCI’s vibrant and dynamic organization. This helps them to “Keep the Momentum of Activities High”.

MACCI also introduced their Barangay Microbusiness Enterprises (BMBE) Membership Category where new members are charged with lower membership fees. The goal is to guide small business operators on how to grow their business as MACCI is always committed to organize and facilitate training activities for them.

Butuan Chamber of Commerce and Industry

The **Butuan LCCI** ensures that Special Membership Rates are also given to small businesses to encourage them to join and maintain their affiliation with the LCCI. In return, members who are in the SME classifications are given various trainings and seminars to further enhance their business skills and opportunities through partnerships with government agencies and development organizations tapping on their programs.

PCCI Iloilo

Giving importance to their LCCI’s branding has established **PCCI Iloilo** as the leader among business organizations not only in Iloilo City, but the rest of the Western Visayas Region. This has helped them to actively take on the role as the city’s true “Voice of Business”.

Through proper LCCI branding, PCCI Iloilo was not only able to attract bigger companies but also micro small and medium enterprises (MSMEs) to join the chamber who initially perceive the chamber to cater only to large enterprises. **PCCI Iloilo** takes pride in their LCCI’s creativity in organizing events that keeps the city’s business atmosphere alive and vibrant.

“WHAT’S UP ILOILO?” is a quarterly event where the LCCI’s members meet up for networking and fellowship. Potential LCCI recruits are also invited to observe in this event. Sponsors are attracted to participate in many events like this because of the superb marketing campaigns that PCCI Iloilo continually develops. Through these events, they were able to generate funds that they use in funding their activities to help the smaller businesses in their locality.

PCCI Quezon Province Inc.

“Membership” is one of their best practices and programs. Activating six (6) local Chapters under their LCCI as of this year viz., Sariaya Local Chapter, Tayabas LC, Lucban LC, Mauban-Sampaloc LC, Buenavista LC, General Luna LC and with Lucena City as the main chapter. PCCI-QPI is the only Chamber in Quezon Province with 364 members, officers and Board of Directors (BOD) included.

PCCI-QPI establishes and maintains active participation with their LGU and Provincial Government as an Accredited Civil Service Organization (CSO) holding a seat in the Local, Provincial and Regional Development Councils.

They also work continuously with partnerships and in collaborations with the DTI. Their 2022 Quezon Business Conference was a whole day event participated in by various groups, businesses, and PCCI-QPI members with 300+ participants held last November 10, 2022, at the Quezon Convention Center and through participation in various trade fairs.

PCCI Quezon Province also ensures that the LCCI is active in providing Corporate Service Responsibility (CSR) projects in the province, with all local chapters spearheading and responding to their town’s needs.

Annex: Sample Formats of Pertinent LCCI Documentation

A.1. Sample Format for Invitation Letter for Prospective Members

(Date)
Name of President / CEO)
(designation)
(Company name)
(address)

Dear _____:

Greetings from the _____ Chamber!
For the past years, the _____ Chamber of Commerce and Industry has served as the primary mechanism through which the local business community influences the direction of the local government's economic policies. In recognition of its stature, the local government has invited the Chamber to sit as the private-sector representative in key policy-making bodies.

Over the years, the _____ Chamber has also developed a network of contacts in government and private sector circles, both here and abroad, enabling it to serve as an effective medium for business matching and a clearing house of important information on business opportunities, projects and programs for the private sector, and other information.

In addition to its extensive contacts, the _____ Chamber's strength comes from its deep pool of talented members, among whom are the cream of the local business community who regularly volunteer their ideas and expertise for the Chambers' various activities. In return, they have found in the Chamber a forum to air their concerns and a useful source of business information and services.

In this regard, we would like to personally invite you to become a member of the _____ Chamber. Be a part of its rich history, a beneficiary of its activities and services and a partner of its future endeavors for the business community.

Enclosed you will find an application form as well as a brochure of our organization for your perusal. We will call you this week to see if a meeting can be arranged at your most convenient time.

We look forward to having you as a member and to helping your business cross the threshold to the New Millennium!

Very truly yours,

President

(optional) Vice President for Membership

Note: Marginals / personal notes or endorsement letter may be included by officers or members who personally know the prospective member.

A.2 Sample Format of Brochure

BENEFITS AND SERVICES

- Participation in General Membership Meetings, seminars, conferences, and fairs
- Participation in Fellowships
- Participation in Business Matching Activities
- Invitation to Outbound Business Missions
- Participation in Activities Relating to Inbound and Business Missions
- Access to Trainings and Scholarships
- Processing of APEC Card Renewal
- Processing of Certificates of Origin
- Assistance for NBI Permits
- Availability of Customs Assistance
- Membership in PCCI Bilateral Business Councils
- Creation and expansion of networks either local or international
- Link of referral to government in industry specific concerns through PCCI's experts/ helpdesk/focal person
- Access to trade inquiries/business opportunities
- Access to publications in e-copy or printed material

PCCI NETWORK

1,910	MEMBERS
35,000	EMPLOYEES
124	LOCAL CHAMBERS
131	TRADE AND INVESTMENT REPRESENTATIVES
33	BILATERAL BUSINESS COUNCILS
42	ATTACHES

INTERNATIONAL NETWORK

NATIONAL NETWORK

Philippine Chamber of Commerce and Industry
The Voice of Business

www.pcciphilippines.com

CONTACT US

3F Commerce and Industry Plaza, 1000 Campus Park, 100 Park Rd., Makati City, Metro Manila, Philippines. Zip Code: 1226
T: +63 2 8866 8866 F: +63 2 8866 8871 Email: pcciphilippines@pcciphilippines.com

ABOUT US

The Philippine Chamber of Commerce and Industry (PCCI) is the oldest and largest business organization in the Philippines. It was created through the merger of the Chamber of Commerce of the Philippines Inc. (CCPI) and the Philippine Chamber of Industry Inc. (PCII) in 1978. It is recognized as the "sole official representative and voice of the private business community" by virtue of virtue of Executive Order No. 740 signed by then President Ferdinand Marcos during the same year 1978.

VISION

To be the Voice of Philippine Business, the advocate programs and activities of PCCI are envisioned to create a sound and dynamic business environment where enterprises flourish.

MISSION

PCCI acts as a medium for the Philippine business community to put forward policy proposals and implement programs providing a globally competitive environment for business. Business Forward. Toward the end, PCCI provides focused advocacy and services aimed at strengthening and reducing the costs of doing business in the country, promoting innovation, productivity and operational efficiency for SME and industrial development, expanding and strengthening international relations, promoting national and worldwide development, advancing sustainable business practices and inclusive business, and enhancing the capacity of its chapters to better serve their constituents.

CORE PROGRAMS

- ADVOCACY AND RESEARCH
- TRADE AND INVESTMENT PROMOTION
- LOCAL AND INTERNATIONAL NETWORKS
- BUSINESS FACILITATION
- REPRESENTATION AND ENGAGEMENT IN BUSINESS AND GOVT. AND ITS RELATED ENDEAVOURS

FOCUS AREAS

- Agriculture and Fishery
- Mineral and Resource Development
- Banking and Taxation
- Capital Market, Development and Corporate Governance
- Smart Cities
- Urban Development
- Innovation
- Transportation and Logistics
- Trade and Industry
- Utilities and Legislative
- Membership and Special Projects
- Small and Mid-sized Enterprises
- Environment and Climate Change
- Human Resources Development
- Tourism, Retail and Franchising
- Philippine Chamber Development Institute

A.3 Sample Format for Membership Application Form



Philippine Chamber of Commerce and Industry

Photo	MEMBERSHIP APPLICATION FORM	T.I.N. FOR PCCI USE ONLY Date Submitted: _____ Date Approved: _____ Membership Type: ☐ Life ☐ Regular ☐ Local Chapter ☐ Industry Association ☐ Affiliate									
BASIC PROFILE											
Registered Name: _____											
Trade Name: _____											
Business Name: _____											
City/Municipality: _____		Province: _____									
Region: _____		Zip Code: _____									
Telephone No. (Include area code): _____		Fax No.: _____									
E-mail: _____		Website: _____									
OFFICIAL REPRESENTATIVE TO PCCI (President or Officer of Equivalent Rank)											
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Title (Mr./Ms./Dr.)	First Name	M.I. Surname									
Designation	E-mail	Contact No.									
Signature											
MEMBERSHIP IN OTHER BUSINESS ORGANIZATION											
1. _____											
2. _____											
FORM OF ORGANIZATION & SIZE											
Form of Organization ☐ Corporation ☐ Partnership ☐ Single Proprietorship Registration Number ☐ SEC/DTI No. _____ Date of Registration _____	Size of Company by Assets ☐ Small (Php 3,000,000 - Php 10m) ☐ Medium (Php 10,000,001 - Php 100m) ☐ Large (Php 100,000,001 & Above)	Number of Employees _____ Year Established _____ Bank Reference _____									
BUSINESS LINE		PRODUCTS / SERVICES									
☐ Manufacturing ☐ Logistics ☐ Processing ☐ Services ☐ Trading (Export and Import) ☐ Others Pls. Specify _____ ☐ Distribution/Distributionship _____											
How did you know about PCCI? ☐ Advertisement ☐ Newspaper ☐ Events ☐ Website ☐ Referral											
The undersigned hereby certifies that the information contained herein are true to the best of my knowledge and belief ☐ Chairman ☐ CEO ☐ President ☐ Official Representative											
_____ (Signature over printed name)		_____ Date									

Handed by:
MS. YENG A. GARCIA



Philippine Chamber of Commerce and Industry

REQUIREMENTS IN APPLYING FOR MEMBERSHIP

DOCUMENTARY REQUIREMENTS	SCHEDULE OF MEMBERSHIP FEES	
- SEC/DTI Certificate of Approval/Registration, Articles of Incorporation and By-laws (Submission every 5 years) - Latest copy of General Information Sheet (GIS) - Latest copy of Business Permit - Latest copy of Annual Financial Report submitted to BIR - BIR 2303 Certificate of Registration - Company Profile - List of members (for local chamber, association, organizations) - Passport-size photo of both official and alternate representatives to PCCI - Company logo - Check representing your company's application fee and membership dues for 1 year - Annual submission of Business Permit	REGULAR MEMBERS (Annual Dues based on Assets Size)	
	3,000,000 to 15 Million	P 18,000.00
	15,000,001 to 100 Million	24,000.00
	(Application Fee for the first three brackets)	P 2,000.00
	100,000,001 Million and above	P 30,000.00
	(Application Fee for the last bracket)	P 5,000.00
	ASSOCIATION MEMBERS	P 7,200.00
	LOCAL CHAMBERS MEMBERS	P 7,200.00
	Application Fee	P 2,000.00
	AFFILIATE MEMBERS	P 7,200.00
	Application Fee	P 2,000.00

NOTE:

For Annual Membership Fee, please be guided by the schedule of membership fees to your right.
Application Fee is a one-time payment only (non-refundable).

Please make your CHECK payable to:
Philippine Chamber of Commerce and Industry, Inc.

MEMBERSHIP CLASSIFICATION AND CRITERIA

CHARTER MEMBERS- The Charter Members of the Chamber, being the founders, are the eleven (11) incorporators and other original members of the chamber. They shall have the same rights, duties and responsibilities as regular Members for life.

LIFE MEMBERS- All past Presidents of the Chamber shall become Life Members with all the rights, duties and responsibilities of a Charter Member.

REGULAR MEMBERS- Any private enterprise engaged in business and other entrepreneurial activities for profit or the exercise of a profession shall be eligible as a Regular Member, provided that:

- It is doing business in the Philippines.
- It is registered with the appropriate government agency/agencies, company should be at least three years in operation from the time of registration.
- It has business permit to operate from the appropriate Local Government Unit.
- Company should have supported by the latest financial statement.

ASSOCIATION MEMBERS- Any business association or sectoral organization duly registered under the laws of the Philippines shall be eligible as Association Member, Provided majority of its members possess the qualifications of a Regular Member under the PCCI by-laws.

LOCAL CHAMBER MEMBERS- Any Local Chamber of commerce and industry registered under the laws of the Philippines and duly accredited with the Chamber in accordance with its rules. Admission to the membership of the Chamber shall be subject to the endorsement of the PCCI Area Vice President and Regional Governor concerned.

AFFILIATE MEMBERS- Any non-profit organization such as Embassies, Foundation, Institute, and State Universities and other entities which do not fall under the above category shall be eligible as an Affiliate Member. An Affiliate Member shall be entitled to all the rights and privileges of a Regular member, except the right to vote and be voted upon.

MS. YENG A. GARCIA

yeng.garcia@philippinechamber.com

Membership Secretariat:

MS. JURIZ RAZ

juriz.raz@philippinechamber.com

A.4 Sample Format for Endorsement of Membership Application by Current Members

To The Board of Directors:

The undersigned, ____ (Name) ____ of ____ (Company) ____ and ____ of ____ (Company) ____, two Members of good standing of the ____ Chamber of Commerce and Industries, Inc. have the honor to recommend the admission of ____ as a member of our Chamber. Our recommendees' information sheet is herewith attached:

Signature of Member

Signature of Member

NOTE:

After you fill this out, kindly send this form to us (email. _____, Attn. Membership Division.

A.5 Format Letter for New Members

(Date)
(Name of President / CEO)
(Designation)
(Company Name)
(Address)

Dear _____:

It is our pleasure to inform you that our Board of Directors approved your company's application for Membership (Regular Member) during our meeting last (date).

In this regard, we wish to invite you to participate in our Briefing and Orientation Session for new members on (date, time, place). We hope you or your representative can attend so that you will know how your company can take advantage of your membership in the Chamber. We have invited members of our Board of Directors and Committees to present our structure, programs, and services which will hopefully give you a better idea on what your Chamber has to offer.

We also hope that you can personally attend the Induction Ceremonies for New Members which will be held during our next General Membership Meeting on (date, time, place).

For inquiries and confirmation, please feel free to contact _____ at telephone numbers _____ or e-mail: _____.

We look forward to your active participation and involvement in your Chamber's activities.

Congratulations and welcome to the _____ Chamber!

Very truly yours,

President

A.6 Sample Follow-Up Letter to Members Who Have Not Paid Their Dues

(Date)

Name of President / CEO)

(Designation)

(Company Name)

(Address)

Dear _____:

We wish to refer to our letter dated _____ on the Chamber membership dues for year _____ in the amount of _____.

We have noted that we have not yet received payment of your annual dues which is a requirement for renewal of your membership in the Chamber. Your yearly contribution to the operational funds of the Chamber is most important to enable our organization to continue and further expand its activities and programs to serve the interests of our members.

With your help, the Chamber will be able to continue pursuing our shared goal of economic development and prosperity.

Sincerely,

Secretary General

Encl. Copy of letter dated _____.

A.7 Sample Notice on Pending Cancellation of Membership

(Date)

(Name of President / CEO)

(Designation)

(Company Name)

(Address)

Dear _____:

We wish to refer to your membership account with the _____ Chamber which is now more than _____ months in arrears. As Treasurer of the Chamber, I must, as directed by the by-laws, refer your account to the Board of Directors for review and cancellation at its next meeting to be held on _____.

I would very much regret taking this action and will not have to do so if we can receive your check to cover the enclosed billing statement before that date.

If there are special circumstances that preclude your payment of the full amount at this time, please contact us so we can discuss a mutually agreeable method of gradual adjustment for your account.

We hope to hear from you soon.

Sincerely,

Treasurer

Encl. Billing statement dated _____.

A.8 Sample Membership Termination Letter

(Date)

(Name of President / CEO)

(Designation)

(Company Name)

(Address)

Dear _____:

Please be informed that as directed by our by-laws, the Board of Directors has approved the recommendation for termination of your membership in the _____ Chamber during its meeting last _____ because of unpaid dues.

We regret that the collective thrust of the _(Area)___ business community, acting through the Chamber, will be diminished by your absence from our efforts.

We regret having to take this action and want to assure you that should you, at any time in the future, wish to reinstate your membership, you will be most cordially welcomed.

Very sincerely,

President

A.9 Sample Response to a Resignation Letter

(Date)

(Name of President / CEO)

(Designation)

(Company Name)

(Address)

Dear _____:

We are very sorry to know that you wish to terminate your membership in the _____ Chamber.

With the support of members like you, the Chamber has successfully addressed many areas of concern to help make the business environment more conducive for business growth and development. Without your assistance, our role would be more difficult to accomplish.

To enable us to continue our programs to pursue the interests of the business community, we must have a strong financial base. When your Board of Directors adopted this year's Program of Work and approved its budget, your continued financial commitment was considered essential to carrying out our tasks. We do hope that you can consider maintaining your membership at its present level.

If there are circumstances that preclude your payment of the full amount of your membership dues at this time, please contact us so we can discuss a mutually agreeable method of gradual adjustment of your account.

Very sincerely,

Treasurer

A.10 Sample Briefing Program for LCCI Member Applicants

Local Chamber of Commerce and Industry

BRIEFING/ORIENTATION SESSION FOR NEW MEMBERS

PROGRAM

- I. Welcome Remarks
 <LCCI President>
- II. Self – introduction of LCCI applicants
 < LCCI Applicant>
- III. Presentation of LCCI's Structure,
 Programs and Services
- IV. Presentation on the Different LCCI
 <Committee Chairpersons>
 Committees
- V. Open Forum
- VI. Closing Remarks
 < Chair, Membership Committee>

A.11 Sample Oath of Membership

Oath of Membership

I, ____ (Name of Representative) ____, of the ____ (Company) ____, having been accepted as member of the ____ Chamber of Commerce and Industry, do hereby pledge that I will abide by the Articles and By-Laws of the Chamber; uphold its objectives and support its programs consistent with the national interest; and do my best to serve without mental reservation or purpose of evasion.

So, help me God.

Subscribed and sworn to before me this ____ day of (Month), (Year) at (Place).

President

Lifted from the final draft of the Manual on Membership Development developed by PCCI

Chapter 6

ORGANIZATIONAL STRUCTURE

6.1 Decision-Making in an LCCI

The process of making decisions in organizations is determined by various factors: economic, social, organizational, personal, and psychological. Perhaps the most important contributor to the way decisions are made in an organization is its **organizational structure**, the purpose of which is to distribute the decisions of executive management down through administrative levels where the managers interpret those decisions and put them into practice. The way relationships are defined between and among managers, superiors and subordinates determines the mode of communication, the types of conflicts that can arise, and the way teams can resolve them.

The organization, decision-making structure, and governance of an LCCI are defined in its approved Articles of Incorporation and By-laws.

General Membership

As in any member-based organization, the General Membership is the supreme decision-making body of an LCCI. The General Membership elects and authorizes the Board of Directors to implement the LCCI's purposes and programs.

Board of Directors (BOD)

The BOD may have 5 to 21 members. Only regular members in good standing can vote and be voted upon in the election of the BOD.

The BOD shall exercise the corporate powers, conduct all business, and control all properties of the LCCI. It has the authority, among others, to:

- Make appropriations and authorize disbursements from the funds of the LCCI.
- Appoint employees and fix the terms and conditions of their employment.

- Engage the services of auditors, management consultants, legal counselors, and other professionals as may be deemed necessary.
- Receive, consider, and act on reports and recommendations submitted by the LCCI Commissions, Councils or Committees.
- Issue a policy manual and prescribe such rules and regulations as may be necessary and proper to carry out the objectives and purposes of the LCCI.
- Adopt a corporate seal.

Officers - The BOD of the LCCI elects its officers to positions, the number and nature of which depend on the size and nature of its membership, as follows:

1. President
2. Vice President(s)
3. Corporate Secretary
4. Treasurer

The BOD may, from time to time, create such other positions, ex-officio or otherwise, as it may deem pertinent and appropriate for its operations like those of Internal Auditor and Legal Counsel.

For the LCCI to be effective and efficient, there should be division of work, or task specialization. The LCCI's activities are carried out by Committees. The BOD and officers have defined duties and responsibilities, but the work, initiatives, and programs are carried out by Committees. The Board of Directors is a committee, and so is the Executive Committee.

The LCCI may create Standing Committees for activities that are continuing year after year, e.g., Membership Committee, External Affairs Committee, Internal Affairs Committee, MSME Committee, Tourism and Hospitality Committee, Ways and Means Committee, etc. There might be special Committees created to address concerns and issues that may come up before the LCCI, such as a committee for hosting a conference or meeting, a Traffic Committee, a Disaster Relief Committee, or one for organizing Trade Missions etc.

The BOD, the Executive Committee (ExCom), and sectoral committees such as Industry and Agriculture, and standing committees such as Advocacy and Ways and Means are committees themselves.

6.2 LCCI Committees

The BOD shall establish such committees, commissions (e.g., Commission on Elections), and Councils (e.g. Advisory Council and Business Councils) as it may deem necessary for the proper conduct of the business of the LCCI.

The committees provide the LCCI members the opportunity to serve and make their voices heard on policy matters and programs that affect the local business and economy. The local committees develop the LCCI's position on issues that affect and are of importance to LCCI members in their respective localities. Such positions shall be in alignment with PCCI's National's position on the issues. The aligned viewpoints are then communicated to the membership, government and other private sector partners, media, and the general public in the locality.

The committees are, likewise, an important way for the LCCI to play a relevant leadership role, increase the value of membership, and increase visibility to its stakeholders and partners in their localities. Well-functioning committees of an LCCI help enhance the value of membership in the LCCI and increase the visibility of the LCCI to its stakeholders and partners.

Committees are headed by a chairperson selected for his/her knowledge and expertise in the area of activity for which the Committee is responsible. A Secretariat staff member serves as a staff support to the Committee(s).

The presence of a majority of the members of the Committee shall constitute a quorum, and the affirmative vote of at least a majority of the quorum shall be necessary for every action.

Types of Committees

Executive Committee (ExCom)

The Board may elect from amongst themselves an Executive Committee. The ExCom shall have the power to pass and act upon matters pertaining to general policy and such matters as the Board may entrust to it for its action before and in between the Board meetings. It shall convene as often as necessary upon the order of the President and shall meet at such place and time, as may be agreed upon by the majority of its members. Its actions and decisions shall be ratified by the BOD.

The LCCI ExCom shall be composed of the following: The President, the Immediate Past President (ex-officio), and all or select Vice Presidents who are incumbent directors. Treasurer, Corporate Secretary, and Secretary General or its equivalent, if not elected directors, shall be ex-officio members of the ExCom. The board may increase or decrease the number of members of the ExCom as it sees fit.

Standing Committee

The Standing Committees handle continuing issues and concerns. They oversee the LCCI's activities in key areas such as membership matters; finance; publications and public relations; trade and business development; research and training.

Sectoral Committee

As LCCIs are multi-sectoral business organizations, it is common to divide the membership into broad trade and industry groupings such as banking and finance, trade, industry, taxation, education, etc. and to set up committees to represent these sectoral interests. While it is a common practice for the BOD to appoint the Chairperson of Committees, the Chairpersons may be elected by the Committee members from among themselves.

Ad Hoc Committee

The Board might, when the need arises, create ad-hoc committees to address specific issues that affect the members (e.g., shortage of raw materials because of political or natural crisis in the country of a major supplier).

Responsibilities of Committees

Committees, whether they are Standing, Sectoral, or Ad Hoc, are guided (but not limited) by the following responsibilities:

1. Identify issues and potentials that affect the business community, and the locality in general.
2. Develop policy recommendations and/or initiate strategic programs/activities that will address the challenges.
3. Communicate LCCI's views and information on issues to appropriate government offices, businesses, and other groups and the media.
4. Maintain links with related external organizations, both public and private.
5. Promote business and facilitate trade between and among chamber members and with other businessmen.
6. Where necessary, recommend actions to increase the effectiveness and impact of the chamber in the discharge of these responsibilities; and
7. Represent the LCCI chamber before legislative committees and/or meetings of government agencies to explain the chamber's stand on issues.

Membership of the Committees

The Board of Directors and Committee Chairs have a free hand in inviting and selecting the members of their respective Committees. In such selection, consideration should be given to balanced representation. Membership must be vetted by the chamber's Executive Committee.

Meetings and Activities

The Committee Chairperson is responsible for convening meetings and setting the initial work program of the Committee.

The organization of meetings must follow the prescribed rules for the effective and proper conduct of meetings discussed in Chapter 7 of this manual. Resource persons/experts may be invited depending upon the context of the meeting.

6.3 LCCI Monitoring and Evaluation Scorecard (Tracking Success and Lessons)

In any LCCI undertaking, monitoring and evaluation (M&E) of projects and activities are of paramount importance because it will help them make informed decisions. It will teach the LCCI valuable lessons to learn and improve in implementing projects and undertaking activities in the future. Moreover, it will create internal and external accountability of the resources used and the results obtained from these projects and activities.

Monitoring is a periodically recurring task which starts in the planning stage of a project or activity. Checking progress against plans requires that activities, processes and results be documented for evaluation and used as bases for preventive, corrective and improvement actions.

Evaluation is assessing, as systematically and objectively as possible, a completed project or activity (or a part of an ongoing project or activity that has been completed). Evaluations appraise data and information that help formulate strategic decisions, thus improving the project or activity in the future.

In implementing its M&E system, one of the simplest approaches that an LCCI can adopt is a scorecard for their projects and activities. There are many benefits to using a scorecard. The most important advantages include the ability to bring information into a single report, which can save time, money, and resources. It also allows an LCCI to track its performance in service and quality in addition to tracking its financial resources.

Below is an example of a scorecard used by the PCCI in measuring the impact of the Philippine Business Conference (PBC) Resolutions, a document that contains the collective aspirations of the business community and serves as inputs for the national leadership in crafting an economic agenda and addressing the new policy needs or amendments to accelerate national development.

Example of Measuring Impact

Resolution	Required Intervention (Executive, Legislative or Judicial)	Update	Agency in-charge	Status (Achieved or not Achieved)	PCCI follow-through activities	Other Organization's similar initiatives

Guidelines on Completing the PBC Scorecard:

- Column 1 (Resolutions) tracks the PBC resolutions by sector/area of concern.
Column 2 (Required Intervention) labels the type of action required by the resolutions from either executive, legislative, or judicial. Resolutions related to LGUs can be categorized into either of the three labels depending on the issues that relate to them.
Column 3 (Updates) includes the specific action taken by the various agencies in charge of acting or responding to the proposed resolutions. The updates can either emanate from the concerned agency, PMS, other organizations, and PCCI committees with valid and verifiable data.
- Column 4 (Agency in charge) tracks the specific government agency or organization in charge of responding to the resolutions.
Column 5 (Status) tracks the stage at which the resolution has been addressed. The status of resolutions can only either be **achieved or not achieved**.
Achieved means that the resolution has been addressed in its entirety and therefore, PCCI was successful in pursuing its advocacy. Examples of achieved resolutions are the passage of a law, ordinance, or executive order as prescribed by a resolution, the allocation of resources to fund specific projects as recommended by a resolution, or amendments to policies, and mandates as recommended by a resolution.
resolution, the allocation of resources to fund specific projects as recommended by a resolution, or amendments to policies, and mandates as recommended by a resolution.
Not Achieved refers to resolutions that are not yet addressed in their entirety. These include policies, laws, or mandates that are not yet implemented or still in the process of being heard, no action by the agency in charge of responding to the resolution, and no valid data to verify if an action has been taken.
- Column 6 (Follow-through activities) refers to initiatives that PCCI can pursue to achieve or follow up on the resolutions. Specific activities should be proposed such as policy dialogues, seminars, workshops, and training programs or topics for discussion in the upcoming ABCs and PBC.

INVESTMENT, INFRASTRUCTURE, AND INDUSTRY COMPETITIVENESS CLUSTER	A C H I E V E D	N A D C T I M E D	S R U A C T I V E S	PROPOSED FOLLOW-THROUGH ACTIVITIES
AGRICULTURE	0	4	0%	1. Initiate Policy dialogue with DA to follow up on initiatives 2. Work with DAR under the Growth Initiative 3. New Zealand Dairy Program
ENERGY, WATER UTILITIES	0	4	0%	1. Conduct a dialogue of the local chambers with electric cooperatives, NGCP, ERC, DOE, NEA and MinDA 2. Advocate for a one-stop shop for energy and power projects 3. Water Committee to organize a Technical Working Group (TWG) meeting to craft the Omnibus Water Code (Find a sponsor for the draft bill)
HOUSING AND CONSTRUCTION	0	3	0%	1. Reconstitute PCCI Housing and Construction Committee
INFORMATION AND COMMUNICATIONS TECHNOLOGY	0	3	0%	1. Advocate for the passage of DICT bill
INDUSTRY	0	4	0%	1. Initiate Policy dialogue with DOF and BOC on Smuggling issues 2. Organize consultations regarding ASEAN Industry Roadmaps and Economic Transformation 3. Initiate Policy dialogue with NCC, PIDS, DTI to develop industry competitiveness benchmarks 4. Undertake Investment Incentives Benchmarking

INVESTMENT, INFRASTRUCTURE, AND INDUSTRY COMPETITIVENESS CLUSTER	A C H I E V E D	N A O C T H I E V E D	S R U A C T I V E S	PROPOSED FOLLOW-THROUGH ACTIVITIES
MINING	1	2	33%	1. Organize forum on EITI 2. Organize policy dialogue between National and Local Governments and local chambers regarding Mining policy
SME DEVELOPMENT	0	2	0%	1. Organize dialogue with DOST and CHED on the possible expansion of DOST's TBIs 2. Pursue MoA with DTI (SMED Councils and NERBAC) to strengthen property rights protection and financing for SMEs 3. Establish the PCCI SME Development center
TRANSPORT AND LOGISTICS	2	7	29%	1. Organize policy dialogue with DOTC and NEDA to develop National Transport Policy 2. Operationalize ASEAN RoRo Scheme 3. Develop policy papers on Maritime, Air, and Land Transport Safety 4. Organize policy dialogue for the full implementation of discontinuance of charging overtime pay for CIQ services
TOTAL	3	29	10%	

Chapter 7

LCCI MEETINGS

Meetings of LCCI officers and members at different levels of the LCCI organization are to be held on a regular basis, or as the need arises to provide a productive venue for discussing issues and concerns affecting the LCCI, and to arrive at sound resolutions and decisions.

The following are the types of meetings normally conducted by LCCIs, with a description of the salient features of each:

7.1 General Membership Meetings (GMMs)

Annual General Membership Meeting (AGMM)

The Annual General Membership Meeting (AGMM) is held each year. At this annual meeting, the President renders an annual report to the members regarding the activities, achievements, and accomplishments of the LCCI. Amendments to the Constitution and By-laws and other pertinent documents may also be approved during the meeting. **Election of the Board of Directors (BOD) are also held at this time.**

At all elections of directors, there must be present, either in person or through a representative authorized to act by written proxy, a majority of the members entitled to vote. The proxy form must be presented to the Corporate Secretary or the LCCI secretary for inspection and recording purposes at least one working day before the meeting and shall be valid only for the purpose specified in the proxy form.

When so authorized in the bylaws or by a majority of the Board of Directors, members may also vote through remote communication or in absentia.

A member who participates as such shall be deemed present only for purposes of a quorum. The election may be by ballot if requested by any voting member.

Quarterly General Membership Meetings (QGMMs)

A General Membership Meeting is an assembly of all members in good standing usually held quarterly. Some more active LCCIs hold theirs monthly.

The President shall call and preside at all general membership meetings unless the bylaws provide otherwise. A special GMM may be called by the President, or upon a written petition of at least 10% of all members in good standing, or as provided in the LCCI By-laws.

7.2 Board Meetings

Organizational Meeting

The duly elected Board of Directors of an LCCI shall hold an organizational meeting immediately after their election or as provided in the bylaws to elect the LCCI officers from among themselves. The meeting may also be used to establish the procedures concerning the conduct of LCCI meetings. The meeting should establish regular meeting dates and times, decide on venues, assign LCCI member duties, and define rules of procedure for conducting business at the meetings, e.g. the Simplified Robert's Rules of Order, etc.

Regular Board Meetings

Local LCCIs prescribe regular Board meetings with a set meeting date normally decided at the annual organizational meeting of the LCCI. The President shall preside at all Board Meetings unless the By-laws provide otherwise. A special Board Meeting may be called by the President, or upon a written petition of at least 1/3 of the members of the Board, or as provided in the LCCI By-laws.

7.3 ExCom Meetings

The Board of Directors may constitute an Executive Committee composed of members of the Board. It can also have non-voting members who are not members of the Board. The ExCom can act on behalf of the Board. Its purpose is to facilitate decision making in between Board meetings, or in urgent and crisis circumstances.

7.4 Committee Meetings

Regular Committee Meetings

Regular meetings are scheduled in advance to allow members to schedule time to attend the meetings. Committees meet regularly to discuss their advocacies and plan their programs and activities.

Special or Emergency Meetings

Special Committee meetings may also be held at any time upon the call of the Committee Chairman.

7.5 Norms for the Conduct of Meetings

Meeting Notices and Notice Requirements

A notice of a meeting is one important aspect of proceedings that must be complied with by an LCCI. The notice serves to inform the members that a meeting will take place. It also serves as advice to concerned members to check their availability to attend the meeting, enabling them to make appropriate changes to their schedules, if necessary, and do any required preparation for their participation in the meeting. Meeting notices should contain the agenda, time, date, and venue of the meeting.

Notice of the GMM

Notice of the General Membership Meeting shall be sent by the LCCI secretary to all members in good standing. Proof of service of notices shall be recorded and kept by the Secretariat for future reference.

The LCCI secretary shall serve the notice of the GMM through a letter, email or text message at least a number of days before the meeting, as provided in the LCCI's By-laws. The notice shall have the following information: agenda, time, date, and venue of the meeting.

Meeting Agenda

The agenda is an outline of what will be taken up during the meeting. It makes sure that a meeting stays on track. Without an agenda, a meeting can become chaotic and important business may not be tackled.

Running effective meetings is always important especially in the new video call-dependent work environment. The agenda is a tool for reducing meeting fatigue, ensuring that all tabled topics are discussed, and keeping meetings on track.

A meeting agenda is constructed to give meeting organizers and attendees the opportunity to take control of the meeting's direction before the meeting begins. To be effective, the secretariat ought to send the agenda at least a week before the meeting at the latest so that it can be read and edited by participants. A great agenda includes:

- a) The meeting's purpose - Take time to carefully consider the reason for the meeting before setting it up. In this way, we can ensure that the meeting will be productive while keeping its duration to a minimum.
- b) Meeting attendees - Who are invited and what their roles are. Make sure that responsibilities for the meeting are assigned, e.g., moderator or facilitator, prayer leader, presenters, timekeeper. Putting together this list will make clear what each participant's role is supposed to be and what each one needs to prepare to contribute.

- c) Meeting program - What are to be discussed at the meeting and how long it will take.
- d) Action items - What comes after the meeting? Determining these while setting the meeting agenda will help make sure that the meeting doesn't need to be followed by another meeting, is goal-oriented so participants can get straight to work afterward.
- e) Thoughts and questions before the meeting - In this space, invite meeting participants to share what they would like to see addressed in the meeting. Taking the time to carefully consider the reason for the meeting before setting it up will keep its duration to a minimum while ensuring that it is productive.

Working with a meeting agenda not only keeps meetings focused and productive; it also makes sure that participants know their roles in the meeting. Every organization and team may need to customize meeting agendas to their needs.

Punctuality and Attendance

- a) Start / end meetings on time.
- b) Notify secretariat/group if you cannot attend the meeting within 2 days of receipt of the notice of meeting. It is desirable for the LCCI president or his/her designated representative to send an alternate whenever he/she is absent, for continuity. If you are coming late, phone in and advise the LCCI secretary of your approximate time of arrival.
- c) Meetings shall begin at the prescribed time, whether or not there is a quorum (50% + 1). However, agreements arrived at during a meeting shall be made official only when a quorum is attained.
- d) Be guided by the attendance requirements prescribed in your LCCI by-laws.

- e) Attendance in Board meetings shall be restricted to directors and appointed Committee members; should a director wish to bring along a non-member, he/she must secure permission from the President through the LCCI secretary.

Meeting Quorum

A quorum for any meeting of the Board and the General Membership shall consist of a majority (50 per cent plus one). The majority of those present at the meeting with a quorum may decide any question at the meeting, except those matters where the Corporation Code requires an affirmative vote of a greater proportion of members.

Meeting Minutes

Meeting minutes are notes taken of discussions and decisions made during meetings. They serve to inform absent team members about what transpired during the meeting and serves as a record for future reference. In Board meetings, minutes are taken and kept on file as legal documents. It is important that the right person be assigned as minutes-taker, as he/she should be able to determine quickly which information is pertinent, and what may be left out. Meeting minutes should be clear and simple.

The chairperson must review the meeting minutes to be presented at the next meeting for approval.

Contents of the Minutes of the Meeting

- a) Date and time of the meeting
- b) Venue
- c) Attendees
- d) Agenda items
- e) Status of action items

Taking Effective Meeting Minutes

Following are some tips on taking effective minutes and a template for easy and thorough notetaking. Use the previous meeting minutes as template to follow in writing the next.

- a) Keep notes clear and simple.
- b) Create or use a template for regular meetings.
- c) Note participants as soon as they join the call or enter the meeting room.
- d) Write notes in a simple manner instead of trying to transcribe them word-for-word.
- e) Ask for repetition or clarification, if necessary.
- f) Record the discussion with your phone or meeting software, if appropriate.

7.6 Proper Conduct during a Meeting

1. Turn your cellphone off or put it on silent mode during meetings. If you must receive an urgent call, quietly excuse yourself and take your call outside the meeting area.
2. Avoid prolonging meetings and stick to the agenda.
3. Should additional topics be raised, table these until the topics on the agenda have been fully discussed. Other items may be raised under "Other matters" towards the end of the session. Reschedule another meeting if necessary to address topics not in the agenda.
4. Set a time for holding meetings. Try to keep meeting duration to at most two hours.
5. Listen attentively and take down notes; participate actively and exchange ideas. To avoid confrontations, address your questions and replies to the Chair.
6. Be watchful of language used so that everyone can understand and participate in the discussion; seek clarification of technical terms/unclear statements.

7. Speak, don't be shy or afraid to make a mistake. There is no wrong answer. Do not monopolize the discussion either. Give others a chance to be heard. At all times, be respectful by raising your hand if you want to make a comment.
8. Always let the person speaking finish.
9. Be polite at all times; think before you say anything. Try not to be emotional. Watch your body language; do not make faces if you disagree with someone.
10. If you have a question in mind, raise it during the session.
The Chair or Session Leader shall recap at the end of each topic or once after all topics have been discussed. Run down commitments after each session.
Issues shall be analyzed and discussed. Avoid attacking
12. people. Cite positives before the negatives when doing constructive criticism.
13. Silence means agreement.
14. As a rule, keep controversial topics confidential within the group.
15. Once agreement is raised on an issue, everyone shall speak with one voice.
16. All agreements shall be kept unless renegotiated. Official agreements are reflected in the minutes.
17. When concluding a meeting, summarize key points. End the meeting with an action plan and/or assignments for next steps. (Who does what, by when?)

7.7 Robert's Rules of Order – Simplified

(Source: Board Effect; Accessed on February 21, 2023:

<https://www.boardeffect.com/blog/roberts-rules-of-order-cheat-sheet/>)

Guiding Principles

1. Everyone has the right to participate in a discussion before anyone may speak a second time.
2. A speaker may not be interrupted, except for a matter that is deemed urgent.
3. Only one motion may be discussed at a time.
4. Everyone has the right to speak and to know what is going on.

Robert's Rules Basics

The 6 Types of Motions

1. Main Motion: Introduce a new item.
2. Subsidiary Motion: Change or affect how to handle a main motion (vote on this before main motion).
3. Privileged Motion: Urgent or important matter unrelated to pending business.
4. Incidental Motion: Questions procedure of other motions (must consider before the other motion).
5. Motion to Table: Kills a motion.
6. Motion to Postpone: Delays a vote (can reopen debate on the main motion).

Robert's Rules of Order Motion Steps

1. Motion: A member rises or raises a hand to signal the chairperson.
2. Second: Another member seconds the motion.
3. Restate motion: The chairperson restates the motion.
4. Debate: The members debate the motion.
5. Vote: The chairperson restates the motion, and then first asks for affirmative votes, and then negative votes.
6. Announce the vote: The chairperson announces the result of the vote and any instructions.

If the board is in obvious agreement, the chairperson may save time by stating, "If there is no objection, we will adopt the motion to..." Then wait for any objections. Then say, "Hearing no objections, (state the motion) is adopted." And then state any instructions.

If a member objects, first ask for debate, then vote, and then announce the vote.

Requesting Points of Something

Certain situations need attention during the meeting, but they don't require a motion, second, debate or voting. It's permissible to state a point during a meeting where the chairperson needs to handle a situation right away. Board members can declare a Point of Order, Point of Information, Point of Inquiry or Point of Personal Privilege.

1. Point of Order: Draws attention to a breach of rules, improper procedure, breaching of established practices, etc.
2. Point of Information: A member may need to bring up an additional point or additional information (in the form of a non-debatable statement) so that the other members can make fully informed votes.
3. Point of Inquiry: A member may use point of inquiry to ask for clarification in a report to make better voting decisions.
4. Point of Personal Privilege: A member may use point of personal privilege to address the physical comfort of the setting such as temperature or noise. Members may also use it to address the accuracy of published reports or the accuracy of a member's conduct.

Action	What to Say	Can interrupt speaker?	Need a Second?	Can be Debated?	Can be Amended?	Votes Needed
Introduce main motion	"I move to..."	No	Yes	Yes	Yes	Majority
Amend a motion	"I move to amend the motion by..." (add or strike words or both)	No	Yes	Yes	Yes	Majority
Move item to committee	"I move that we refer the matter to committee."	No	Yes	Yes	No	Majority
Postpone item	"I move to postpone the matter until..."	No	Yes	Yes	No	Majority
End debate	"I move the previous question."	No	Yes	Yes	No	Majority
Object to procedure	"Point of order."	Yes	No	No	No	Chair decision
Recess the meeting	"I move that we recess until..."	No	Yes	No	No	Majority
Adjourn the meeting	"I move to adjourn the meeting."	No	Yes	No	No	Majority
Request information	"Point of information."	Yes	No	No	No	No vote
Overrule the chair's ruling	"I move to overrule the chair's ruling."	Yes	Yes	Yes	No	Majority
Extend the allotted time	"I move to extend the time by ____ minutes."	No	Yes	No	Yes	2/3
Enforce the rules or point out incorrect procedure	"Point of order."	Yes	No	No	No	No vote
Table a Motion	"I move to table..."	No	Yes	No	No	Majority

Verify voice vote with count	"I call for a division."	No	No	No	No	No vote
Object to considering some undiplomatic matter	"I object to consideration of this matter..."	Yes	No	No	No	2/3
Take up a previously tabled item	"I move to take from the table..."	No	Yes	No	No	Majority
*Reconsider something already disposed of	"I move to reconsider our action to..."	Yes	Yes	Yes	Yes	Majority
Consider something out of its scheduled order	"I move to suspend the rules and consider..."	No	Yes	No	No	2/3
Close the meeting for executive session	"I move to go into executive session."	No	Yes	No	No	Majority
Personal preference—noise, room temperature, distractions	"Point of privilege"	Yes	No	No	No	No vote

A member may make a motion to reconsider something that was already disposed; however, the reconsidered motion may not be subsequently reconsidered. A motion to reconsider must be made during the same meeting and can extend to a meeting that lasts for more than one day.

CHAPTER 8

THE LCCI SECRETARIAT

8.1 The LCCI Secretariat

The Board of Directors, Officers, and Members of an LCCI are all part-time and will need to establish a secretariat with full-time employee(s) and an official address.

They may start with a part time Executive Director who could be a member, an employee of a member, or a professor in a business school.

They can secure an office space in a Local Government Hall or a Local College / University, or in a member's office. Having an office will also give the LCCI an official address.

8.2 Functions of the Secretariat

- Implement policies laid down by the Board of Directors.
- Propose and achieve work and financial targets.
- Prepare an annual budget approved by the Board of Directors; if there is no Secretariat, then this falls to the Board of Directors.
- Render periodic reports to the Board.
- Implement projects and activities.
- Bridge members with recent trends in business.
- Provide support to the Board and committees; record proceedings, maintain files.
- Submit recommendations to the Board to enhance the LCCI's effectiveness in providing services.
- Monitor trends and developments in the national and local economy; and
- Handle day-to-day LCCI operations.

8.3 Operations – Business Approach

The Secretariat's activities fall under two broad categories:

- Services/benefits which members having paid subscription dues, will rightfully expect to receive for free – e.g., Information through membership circulars; use of library; basic secretarial support; business referrals (trade inquiries) and advocacy.
- Activities which are revenue generating or at least, self-financing – e.g. trade fairs and exhibitions, trade missions, talks, seminars, workshops, training courses, membership meetings, golf tournaments, and other social events.

The divisions handling the operations services can be considered “cost centers” and the divisions handling revenue generating activities can be treated as “profit centers”. However, due to limited resources, LCCIs often must combine “operations” and “business” activities in one division – e.g. the Publications and Public Relations Division may produce a directory of members and newsletters that are circulated to members and relevant trade associates, free of charge. The Division may, at the same time, sell other publications such as economic bulletins or advertising space in the directory/newsletter to generate revenue.

Nevertheless, it is useful to operate with a cost/profit center approach so that the cost and profit of the various activities are known. This may influence the decision of the LCCI in enhancing or decreasing one or the other activity. Some activities will always remain cost centers and they need to be subsidized by other activities. However, the amount of occurring losses should be known.

8.4 Establishing an LCCI Permanent Office

An LCCI must aim to establish a Permanent- Physical Office. Having an established LCCI Office has many benefits and will greatly help in ensuring the continued development of your organization.

Among the benefits of having a Permanent LCCI Permanent Office are:

- It helps in enhancing the Credibility and Strength of your LCCI.
- Visibility attracts attention and will help in generating inquiries about your LCCI's Services.
- It provides an Efficient, Cost-effective venue for your LCCI's activities that requires face to face meetings and interaction among leaders and members.

Your LCCI may consider the following options when selecting a prospective site for a permanent office.

- Commercial or Business District Areas
- Major thoroughfares or areas near Offices and Business Centers, Schools, Industrial Areas, or at any busy area of the locality; with high vehicle and foot traffic.

8.5 Office Space in Your Local Government Unit Offices/Facility

Part of your LCCI's purpose is to develop a Pro-active organization that works well to help the Local Government Unit in Community Building. This involves establishing a clear and constant connection between Local Officials and the Business Sector.

Having a permanent LCCI Office inside your LGU's facility is a great way to initiate and develop this relationship. It is ideal that you choose a location that is in proximity with your LGU's Business Permits and License Department for high visibility.

By doing this, you increase your chances of recruiting new members, and this also gives you a proper venue to showcase and discuss the features and benefits of being a member of your LCCI.

There are LCCIs that are holding their permanent office in LGU buildings like PCCI-Paranaque, Bulacan LCCI, and PCCI-Quezon City.

8.6 Office Space in Your Local Business College/University

Contributing back to the community by being involved in molding young talents to become Successful Entrepreneurs in the future is an advocacy that your LCCI may take on.

To do this effectively, setting-up of a permanent office space in your local Business College / University is a great step to introduce the Academe and Future Leaders about the benefits of becoming a member of LCCIs and Trade Associations.

Your office may also facilitate services that can help students to learn more about business through seminars that may be joined by leaders in the local business sector. The LCCI and the university/local college can set up an incubation center and may tap one of the professors/school personnel as its part-time Executive Director.

8.7 Office Space Provided by a Member

Having an Active, Functioning, and Relevant LCCI breeds Trusts and Confidence among members. Networking among members can help you to locate and select a site where you can set-up your LCCI's permanent office.

An office space that is generously provided by a Member of your LCCI is very ideal and should be considered as a primary option.

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8.9 Best Practices – LCCI Secretariat

Cebu Chamber of Commerce and Industry

Having their own building enables them to earn revenue from the rental of office spaces and other portions of their facility. This also helps the chamber to maintain and enhance their reputation as one of the most respected LCCIs in the Philippines.

Cagayan de Oro Chamber of Commerce and Industry

ORO Chamber is also one of the few LCCIs that owns its own office building. Rental earnings for the use of portions of their facility also provides them with a stable source of income that they use to ensure the sustainability of their LCCI.

Davao City Chamber of Commerce and Industry

Being one of the Premier LCCI in the Mindanao Region, Davao City LCCI also has their permanent office at the Davao City Chamber of Commerce Building which is strategically located in one of the city's business districts.

Camarines Sur Chamber of Commerce and Industry

CSCCI is gearing up to build their own office building. A generous member of their LCCI donated land where they envision to build their own LCCI permanent office.

CHAPTER 9

RELATING with the LOCAL GOVERNMENT and the COMMUNITY

9.1 Relating with the Local Government

LCCIs play a critical role in local economic development. They advocate for the interest of business and form strategic partnerships with various stakeholders such as the local government units, non-government organizations, donor agencies, the academe, the media and business firms to implement activities towards a common goal: an inclusive and resilient economy.

As the voice of business in their respective localities, LCCIs should have an active participation in local governance to influence policy direction and resource allocation through involvement in committees that are responsible for program planning, implementation, monitoring and evaluation, and membership or participation in special projects and other special bodies.¹

Book 1, Title One, Chapter 4, Sections 34-36 of the Local Government Code² provides for the LGUs relationship with people's and non-government organizations indicates the mechanisms by which the private sector can actively participate in local governance:

¹ Presentation of Rafael L. Coscolluela, former Governor, Negros Occidental during the Chamber Management Forum held last August 30, 2018, Bacolod City.

² Republic Act No. 7160 or the Local Government Code 1991.

- **Section 34**

Local Government Units (LGUs) shall promote the establishment and operation of people's and non-governmental organizations to become active partners in the pursuit of local autonomy.

- **Section 35**

LGUs may enter into joint ventures and other cooperative arrangements with P&NGOs, in particular, to engage in the delivery of certain basic services, capability building and livelihood projects, and to develop local enterprises designed to improve productivity and income, diversify agriculture, spur rural industrialization, promote ecological balance, and enhance the economic and social well-being of the people.

- **Section 36**

An LGU may, through its local chief executive and with the concurrence of the concerned Sanggunian, provide assistance, financial or otherwise, to such people's and non-governmental organizations for economic, socially oriented, environmental, or cultural projects to be implemented within its territorial jurisdiction.

Article 63 of the Implementing Rules and Regulations (IRR) of the LGU Code also identified the Local Special Bodies where representation of POs and NGOs are mandated. These are: Local Development Council (LDC), Local Prequalification, Bids and Awards Committee (PBAC), Local Health Board, Local School Board, Local Peace and Order Council, and People's Law Enforcement Board.

9.2 Accreditation as Private Sector Representative in the Local Development Council (LDC) and other Special Bodies

Among the special bodies, it is important for the LCCI to be accredited as private sector representative in the LDC particularly in the Executive Committee, and Sectoral Committees on Economic Development, Infrastructure Development, Development Administration and Environment Development.

The LDC is the body that is responsible for the:

- Formulation of long-term, medium-term, and annual socio-economic development plans and policies;
- Formulation of medium-term and Annual Public Investment Programs (APIP);
- Appraisal and prioritization of socio-economic development programs and projects;
- Formulation of local investment incentives to promote the inflow and direction of private investment capital; and
- Coordination, monitoring, and evaluation of the implementation of development plans and project.

Being an accredited member of the LDC allows the LCCI to access the resources of the LGU for the implementation of projects that are of interest to both parties, e.g. trade, tourism and investment, agriculture development, capability and livelihood projects, among others.

It is also important for the LCCI to be accredited in the School Board, Health Board, and Peace and Order Council.

There are also other laws that mandate the participation of the private sector such as the Magna Carta for Micro, Small, and Medium Enterprises for the Micro, Small and Medium Enterprise Development (MSMED) Council, the Philippine Innovation Act, among others.

9.3 Requirements for Accreditation in the LDC and other Special Bodies

9.3.1 Call for application – The newly elected Sanggunian calls all community-based people's organizations or NGOs, including business and professional associations and other similar groups to apply for membership in local special bodies within 30 days from the organization of a newly elected Sanggunian. The NGOs or the private sector concerned must submit a duly approved board resolution, a certificate of registration, list of officers, accomplishments and financial data of the organization.

9.3.2. Accreditation criteria

1. Registration with either the Securities and Exchange Commission, Cooperatives Development Authority, Department of Labor and Employment, Department of Social Welfare and Development, or any recognized national government agency (NGA) that accredits people's organizations, NGOs, or the private sector. If not formally registered, the said organizations may be recognized by the Sanggunian for purposes only of meeting the minimum requirements for membership of such organizations in local special bodies.
2. Organizational purpose and objectives include community organization and development, institution-building, local enterprise development, livelihood development, capability-building, and similar developmental objectives and considerations.
3. Community-based with project development and implementation track record of at least one (1) year;
4. Reliability as evidenced by the preparation of annual reports and conduct of annual meetings duly certified by the board secretary of the organization; and

5. In the case of PBACs, the organization or any of its members shall have no conflict of interest in the awarding of infrastructure or other projects.

9.3.3 Entry Points

There are several entry points where the LCCI can reach the LGU Executives and Sangguniang Council.

- **Local Government Executives** - The decision maker
The governor of the province, and the mayor of the town or city - should be informed of the existence of the LCCI, its programs, and its aspirations. A good projection of the organization will result in the LCCIs being sought as a ready partner in the implementation of local programs that pertain to the business sector. Under the executive are councils and committees that influence the flow of business. Also at the command of the executive are departments that implement programs that the chamber can have an outright benefit from.
- **The Sanggunian-Local Council** – The Legislative Partner
The LCCIs should also reach out to its legislative partner, the Sanggunian. Board members and Councilors are the LCCI's advocacy partners in the passing of ordinances and resolutions benefiting business. This is also the body that approves budget appropriation and financial grants. From their ranks will come the Chairman of the Committee on Trade and Industry whose agenda is the concern of the LCCI.

- **The Local MSMED Council**

The LCCI should also actively participate in the local MSMED Council. Created under the Magna Carta for MSMEs, local MSMED Councils are established in provinces, cities, and municipalities with a mandate to have the Chairman of the Council come from the private sector. The Council promulgates policies and programs for the promotion, growth, and development of small and medium enterprises in the country.

9.3.4 Strategies

There are ways by which LCCIs can introduce their organization to their respective LGUs. These include the following:

- **Courtesy calls / Visits.** LCCIs can introduce the organization and present their advocacy agenda/ economic agenda to newly elected/ appointed officers.
- **Inviting the Local Government Executives and Sanggunian members to LCCI induction ceremonies and other activities.**
- **Participating in community activities,** e.g., Foundation Day and fiesta celebrations, among others.

LCCIs can also advocate for the creation of ADHOC committees and make certain its membership and active participation in bodies such as the Investment Incentives Board and the Provincial Planning Department.

9.3.5 Staying Apolitical

In relating with the LGU, the LCCI must be neutral and remain apolitical. LCCIs cannot openly endorse a political party or candidate. LCCI officers cannot also hold an elective or full-time appointive government position. In case an LCCI officer will run for an elective position, he or she should turn over being the official representative of his / her LCCI member enterprise.

9.4 Working with Other Stakeholders and the Community

Aside from the LGUs, LCCIs should also work or network with other stakeholders such as national government agencies, other business support organizations, socio-civic organizations, the academe, and the media.

- **National Government Agencies (NGAs)**

The LCCIs can reach out to and partner with the NGAs in the implementation of activities that benefit the general membership particularly the small and medium enterprise development. The Department of Trade and Industry (DTI), the Department of Science and Technology (DOST), the Department of Information and Communications Technology (DICT), and the Department of Agriculture have a wide range of programs geared towards the development of enterprises.

- **Other Business and Socio-Civic Organizations**

There is strength in numbers and working with other business and socio-civic organizations can help further boost the position of the LCCI as a voice of business in their locality. They not only provide the network but also the expertise, especially on sector-specific issues.

- **Development Agencies**

LCCIs can also partner with international development agencies to propel their growth. They implement area and sector-specific projects where LCCIs can participate in project implementation.

- **The Academe**

It is also important for LCCIs to establish linkages with the academe in their locality. LCCI can influence and provide recommendations to improve their course offerings and become more responsive in addressing the demand/supply challenges in employment. Aside from this, the academe can

also be a good partner in implementing LCCI activities such as in establishing innovation hubs, incubation centers, and mentoring programs, among others. The academe can also be a source of experts who can help chambers in developing their policy agenda and in conducting research that may support LCCI advocacies, as well as of resource speakers for seminars and workshops.

- **The Media**

Media organizations can also be an important partner of the LCCIs, specifically in publicizing its advocacies and activities that would make the presence of the chamber felt in the local community.

9.5 Best Practice: Working with the Local Government and the Community

Pampanga Chamber of Commerce and Industry

The difficult “Pinatubo experience” has truly highlighted the resiliency of the business sector in the province of Pampanga. Businesses bonded together to help the government to rebuild, rehabilitate, and prepare themselves for future natural disasters. It is through these trying times that the Pampanga Chamber of Commerce and Industry has developed to become one of the more successful and respected LCCIs in the country today.

PAMCHAM is an Integral component in community building in Pampanga as they can effectively represent and resonate the interests and concerns of the business sector, particularly the MSMEs, to the City, Municipal and Provincial Development Councils. They actively participate in policy making, project development and implementation of activities of government agencies such as TESDA, DILG, DRRMC, DTI, NEDA, as well as the Investment and Tourism Boards, to name a few.

Pandemic response is one of their continuing advocacy and service to the community. PAMCHAM has consistently provided support and assistance in various forms to help the local government with Vaccination Programs and projects to help businesses recover from the effects of the pandemic.

Butuan Chamber of Commerce and Industry Foundation

Connecting and ensuring that there is a steady and vibrant relationship with their local government is a thrust that the Butuan City Chamber of Commerce and Industry Foundations takes on continuously.

They are able to take the role of the “voice of business” by providing active participation in various local government councils such as the Local Development Council, Economic Development Council particularly the Committees on Infrastructure and Development, DOST, and DPWH Regional Office.

In working well with the government, their LCCI can put into consideration the concerns of the business sector in the policy making body on occupational permit, the city’s Comprehensive Land Use Plan, and digitalization of government services.

PCCI– Bacoor

In maintaining a harmonious working relationship with the local government and regional government agencies, PCCI Bacoor ensures that the business sector of Bacoor City is well represented in various committees and councils such as the Local Development Council, Tourism Council, Manila Bay Task Force, Bids and Awards Committee, Garbage Collection and Materials Recovery, to name a few.

PCCI Bacoor plays an active role in the development of the city's Barangay Modernization Program which features the "E-STRIKE App". This mobile application aims to highlight and facilitate selling of products and services that are being offered by the city's MSMEs.

Through their recommendations, the deadline for the renewal of business permits during the pandemic was extended and businesses were given a substantial tax discount.

PCCI Bacoor works closely with business sectors, and this has helped them to have a better feel of the needs of the businesses in the categories of resorts and hotels, hospitals, clinics, Materials Recovery Facility (MRF), funeral and mortuary services, restaurants, retail, and many other business groups and associations who are operating in their locality.

PCCI Muntinlupa

Addressing and curbing the job mismatch in their locality is one of the top advocacies of PCCI Muntinlupa. Being in a highly urbanized city with many manufacturing companies, their LCCI aims to prioritize residents of the city to be employed in these companies.

On education, PCCI Muntinlupa is represented in the Board of Regents of Colegio De Muntinlupa, and Pamantasan ng Lungsod ng Muntinlupa. Through this synergy, they can communicate with both the schools and the companies there to ensure that the schools are producing graduates that are equipped to be employed by the companies that are operating in Muntinlupa City.

They are also an active catalyst in the city's various "Go Local" programs as they facilitate trade shows and conventions that encourages businesses in Muntinlupa City to support each other and prioritize sourcing out within the city. This way, smaller businesses are given opportunities to transact with big multi-national companies in their locality. Supporting MSMEs is a continuous mandate for the Muntinlupa LCCI as they initiated various trainings and mentoring programs for small businesses to become exporters of their products.

Remaining apolitical to maintain the integrity and good name of the LCCI is a common practice among successful LCCIs. By being an organization that is strictly non-partisan in local and national politics, the LCCI's professional relationship with various LGU agencies are preserved regardless of who are in power.

Metro Naga Chamber of Commerce and Industry

In working to ensure that ease of doing business in the city is in effect, the city government of Naga, through an ordinance, the Metro Naga Chamber of Commerce and Industry was recognized as the principal communication line of the LGU to the business community.

MNCCI is funded by the local government to operate and maintain the Naga City Business Registry Databank to improve the city government's business information data;

MNCCI periodically updates the data that may be required for trade and investment promotion of the businesses;

MNCCI establishes mechanisms of business matching using the information contained in the databank;

Through this undertaking, MNCCI is able to foster and encourage a free flow of data, information and ideas between the government and the people. It also provides an effective communication channel by which policy and projects of the city government may be more efficiently disseminated.

PCCI San Pablo City

PCCI San Pablo City, together with DTI and the local government of San Pablo City entered a Memorandum of Cooperation that establishes cooperation in managing the Negosyo Center. Before the Negosyo Center was established, the three institutions already have a long history of cooperation and, as such, decided that the management of the Negosyo Center be a tripartite effort through an MOC.

On trade promotion, their LCCI influenced the LGU in creating a Local Investment Council. It also provides advice to the Local Economic and Investment Promotion Office. On tourism, the LCCI helps the LGU in making the public sector aware of the City Tourism Master Plan. One problem that the LGU is encountering is its difficulty in engaging the private sector tourism industry. To remedy this, the LCCI organized the San Pablo City Tourism Association composed of businesses in the tourism industry. The LCCI is currently lobbying with the LGU to give more role and authority to the private sector in running the Tourism Council which is dominated by government people.

On Corporate Social Responsibility, PCCI-SPC established a Disaster Assistance Fund, the only chamber in the Philippines to have such kind of permanent fund for this purpose. Before the fund was created, it took two to three weeks for the chamber to raise funds for calamity victims. With the permanent fund, money is readily allocated to help the victims immediately after the calamity which results in quick response.

The fund has supported typhoon, earthquake, and volcano eruption victims in San Pablo City, Batangas, Bicol, Ilocos, Bohol and Mindanao. With this, the Chamber was given a MOCA Citation at the 2022 Philippine Business Conference.

General Santos City Chamber of Commerce and Industry

Being “The Voice of Business” is a role that the General Santos City LCCI of Commerce and Industry takes on very well. They are actively represented in more than 35 committees and city development councils wherein they can communicate the concerns of the business sector in General Santos City.

Their participation in various councils has helped the city with the upkeep of peace and order to keep investors coming in, modernization of their transport facilities, reduction of business taxes during the pandemic, and many other collaborative activities with the Local Government to ensure that the businesses in the communities remain vibrant.

Their LCCI also participates in IATF meetings which contributed to the swift facilitation of the procurement of vaccines for the city. They also actively take part in the city’s vaccination efforts to ensure that the economic frontliners are prioritized in the program.

Tandag City Chamber of Commerce and Industry

In its more than 25 years, Tandag Chamber was heavily challenged by the consequences of the pandemic. The restrictions in gatherings reduced chances of generating more financial resources to carry out its pipeline of plans and programs.

Hence, the new presidency and board of directors strive to generate more revenues and reinstate the chamber's relevance by first actively participating in its various local council membership, where it wields influence in policymaking to prevent the passage of business-inimical rules, increase local competitiveness, and scope for more business/investment opportunities.

In the process, the new leadership has discovered that shifting the paradigm of advocacy campaigns from the traditionally confrontational to a more positive, collaborative one aided in achieving reform advocacies. This entails holding more consultations and exploratory meetings with heads of government (DTI, BIR, DOLE, TESDA, State Universities, Local Utilities etc.) instead of reactively issuing policy papers that would escalate tension and incite blaming. It also involves engaging more proactively in economic development planning to better guide LGUs in investment promotion and government policy support. Most importantly, this requires sharing private sector sensibilities and expertise to LGUs with the goal of technocratic capacitation.

This, among others, are the fundamental strategic reforms Tandag Chamber are pursuing to ease doing business and attract more investments in Tandag City.

CHAPTER 10

REVENUE GENERATION

An LCCI should prepare Annual Budgets showing expected revenue sources and estimated operating expenses.

To sustain an LCCI, they must have revenue generating activities. Listed in this chapter are recommended revenue earning activities for LCCIs.

10.1 Revenue Generating Activities

An LCCI cannot depend primarily on membership dues to fund its operations as its viability and sustainability will be put into question if there is an economic downturn and its members cannot pay the membership dues, resign from the LCCI, or go bankrupt.

Training

Training is one possible good source of revenues for the LCCI. Training programs need not be implemented by the chamber on its own if it does not have enough resources. The LCCI may enter into an agreement with interested members or training institutions which can provide the service. In this case, the chamber may get a certain percentage from the revenues generated by the member/training institution.

Training packages that could be developed and offered by the chamber are almost limitless. This would depend on the LCCI members' needs and on what the LCCI wants to specialize in. From a few course offerings in the beginning, the chamber could develop an institutionalized training program with a regular schedule. With built-in capacity and expertise, a chamber can even manage its own Training Institute.

Advisory and Consultancy Services

LCCIs can provide advisory and consultancy services to its SME members at special or minimal rates. The chamber can provide such services by maintaining a roster of experts in identified areas where SMEs lack expertise, involving firms with which the chamber has special arrangements with or can tap. These areas may include finance (credit access and terms, equity financing, marketing, product quality, production equipment, employee training, etc.).

Projects and Grants Management and Implementation

LCCIs can write project proposals and apply for grants from international development organizations, government funding offices, and corporate foundations. This will require the staff to develop both technical and non-technical expertise so that they can have better chances to have their proposals approved.

Office and Equipment Rentals

Office space such as the Boardroom or meeting rooms may be rented out from time to time to other organizations or members requiring meeting venues. Idle office spaces may be converted into office cubicles that can be leased for specific periods of time. Equipment such as telephones, photocopiers, computers, and multimedia projectors may be rented out on a per use basis. For equipment which are relatively expensive, it may be prudent to confine their use within the chamber's office premises to avoid possible loss or breakdown.

Provision of Staff Support Services

LCCIs may charge certain fees to assist associations, foundations, and similar institutions in maintaining files on members; encoding; keeping records and bookkeeping; organizing and servicing meetings (e.g. taking of minutes); or even secretarial services in case their own staff are on leave.

In pricing this service, chambers must consider all costs involved as this entails heavier use of the chamber's general facilities, such as telephones.

Sale of Publications

LCCIs can also go into publication of business-related information, studies undertaken, and business prospectus. These be printed and distributed (or sold) to members and non-members, government agencies, foreign embassies, foreign chambers, other business organizations, among others.

Trade Promotion Activities and Business Matching

LCCIs can utilize their staff's expertise and their extensive networks to charge for services related to trade promotion activities that can include planning and accounting for the funding of these trade promotion and business matching events and activities.

Business Conferences

Another possible revenue-generating activity for an LCCI is the holding of business conference. Although it demands time, effort and resources, a successful business conference is well worth these investments as it will strengthen the chambers position as the voice of the business community and present an excellent venue for networking, business matching, and membership recruitment.

10.2 Best Practices – Revenue Generating Activities

Bulacan Chamber of Commerce and Industry

Continuously building and nurturing the LCCI's relationship with various Local Government Agencies in their province has helped the Bulacan LCCI in generating funding for their numerous projects to serve their community.

Gaining the trust and confidence of local government units fosters smooth facilitation to help fund the advocacies of their LCCI that coincides with the goals of the local government.

The Bulacan Chamber of Commerce and Industry also generate funds through the proceeds from various events that they organize to help the agriculture, construction, and tourism industries in their province. They are proud in spearheading their annual **"BULACAN BUSINESS CONFERENCE"** which brings together the best and the brightest entrepreneurs in their province to foster camaraderie and provide mentoring for SMEs in the region.

Camarines Sur Chamber of Commerce and Industry

Aside from Fees collected from New and Lifetime Members, the Camarines Sur Chamber of Commerce and Industry gathers funds from "All-in Sponsors". These collective funds pooling enables CSCCI to carry out the LCCI Movement in their region.

CSCCI also Initiates Regional Business Expos to foster Business Growth in their locality. They are consistently all-out in making the "CAM SUR BUSINESS EXPO" a success since this is a great way to stimulate investment in and around their province. Proceeds from LCCI-initiated events are used to fund their advocacies and help in sustaining the operations of the LCCI.

Cagayan de Oro Chamber of Commerce and Industry (ORO Chamber)

Cagayan de Oro Chamber of Commerce and Industry takes pride in taking the lead in facilitating the activities of the **OROBEST Program:**

(A) **OROBEST EXPO**, an annual event that showcases best enterprises, services and trade is one of the biggest and long running Business Expo in the Mindanao Region.

This annual event, together with many other similar events that they lead, enables the Cagayan de Oro Chamber of Commerce and Industry to build on revenue that they use to fund their advocacies.

Cagayan de Oro Chamber of Commerce and Industry are able to obtain Grants from the public and private sectors, both locally and internationally, which help them strengthen their organization, enable to attract and retain members, provide flexibility to increase relevance in their areas of influence. The following programs are but a few frontrunner activities, to wit:

(B) **OROBEST Innovation**, is a regional program that enhances industry productivity and competitiveness through the generation and adoption of scientifically developed technologies. It is the first actualization of the Regional Inclusive Innovation Center (RIICs) in the country which brings science, technology, and innovation to the core of business and services improvement of its member-companies. In partnership with the Regional Line Agencies (RLA) this program has recognized Oro Chamber to be a catalyst and a prime mover in the innovation ecosystem in the Mindanao Region.

(C) **OROBEST BRIDGE**, a direct-to-MSME consultancy and guidance service to help MSMEs rethink their business operations within the COVID-19 setting through the development of individual business strategies/roadmap that can help them navigate their businesses through innovation. Though this was developed most recently to assess chamber member-companies, it has now been adopted by its government and academia partners as a tool to assess enterprises and beneficiaries on the appropriateness of the intervention to be given.

(D) **OROBEST SPEED**, an export incubation and acceleration program that assess export readiness of the enterprises and handhold them as they enter the global e-commerce like Amazon and eBay.

Cagayan de Oro Chamber of Commerce and Industry is also one of the few regional LCCIs that owns an office building. Rental earnings for the use of portions of their facility also provide them with a stable source of income that they use to ensure the sustainability of their LCCI.

PCCI- Parañaque

PCCI-Parañaque prides itself as one of the first to establish a fully functioning Negosyo Center in the National Capital Region. Its goal was to become a business organization that would be a catalyst in helping the local and national governments in their efforts to help businesses in the city with learnings, skills, and innovations by providing different kinds of seminars, events, and projects.

Through this initiative, PCCI - Parañaque was able to build a proactive and good working relationship with the Local and national governments. This paved the way for the LCCI to work with the city's Business Registration.

The Parañaque City Local Government Unit, through an ordinance, awarded PCCI-Parañaque a contract to establish the Parañaque Business Registry DataBank in order to facilitate effective communication, improve business information data gathering in the city and to be the repository of all relevant economic and business information of all enterprises operating in the city. The chamber is allowed to collect a minimal fee of P100.00 to maintain the business name databank.

Cebu Chamber of Commerce and Industry (CCCI).

Aside from a strong membership network and revenues from rentals at their own office building, CCCI is at the forefront of the activities in the **"CEBU BUSINESS MONTH"** and where the province's businesses take center stage to ensure that commerce is vibrant and being felt by entrepreneurs at all levels. Proceeds from major events like this provide CCCI with a substantial amount of revenue as well.

About the Authors

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Dr. Alberto Pil Fenix Jr. is a business entrepreneur who specializes in starting and developing businesses. His experience has been in several fields. Currently, he is Chairman and President of Fenix Management and Capital Inc., and AiFEN True Water Inc. and a Member of the Board of Directors of several firms.



He volunteers his time to education and training issues and concerns. He has been a Member of the Board of Regents of several State and Local Government Colleges and Universities, and still is currently a Trustee of the Angeles University Foundation and the Angeles University Foundation Medical Center. He was a Lecturer in the Ateneo de Manila University and the Asian Institute of Management.

He holds a bachelor's degree in Mathematics from the Ateneo de Manila University, and Masters and Doctorate Degrees in Industrial Management from the Sloan School of Management of the Massachusetts Institute of Technology.

Dr. Fenix is a recognized business leader having been National President of the Metalworking Industries Association of the Philippines (MIAP), and of the Philippine Chamber of Commerce and Industry (PCCI). He is the Founding and Current President of the PCCI Human Resources Development Foundation Inc. He continues being active in the PCCI as President Emeritus and Adviser, and chairman of the PCCI Chamber Development Institute.

Pete C. Dumana, Jr.

A thirst for learning-concretized by summa cum laude honors at the National University where he was a consistent full university scholar, a full science scholarship grant from the National Science Development Board, capped by a fifth-place finish in the Chemistry Board exams, and



MBA studies at the De La Salle University. These are but some of the hallmarks of Pete Dumana Jr., managing consultant of ISqOp Consultants, a consultancy firm specializing in Human Resource and Organizational Development he set up in 1999.

He has decades of experience in Quality Assurance, Management Information Systems, and Manufacturing and General Management—as MIS-EDP Manager of Resins Inc., as General Manager of Protex Products Inc., a latex glove manufacturing plant, and later as General Manager of Pigmentex Inc., a paint pigment and resin manufacturing company.

A pillar of the Philippine Chamber of Commerce and Industry (PCCI), he was a president of PCCI Parañaque City in 2007, Secretary-General of PCCI-National Capital Region (NCR) from 2008 to 2011, and again from 2014 to 2017. He was Regional Governor of PCCI-NCR South Sector from 2012 to 2013 and Chairman of PCCI-NCR and PCCI Area Vice-President and Director from 2018 to 2019.

Marlon P. Miña

Marlon P. Miña is currently the Executive Director of the PCCI Human Resources Development Foundation (PCCIHRDF), the human resources development arm of the PCCI.



The PCCI HRDF aims to catalyze, encourage, and urge business chambers, associations, business enterprises and schools to engage and be involved in human resources development through a dualized approach of in-company and school-based education and training. Mr. Miña has more than fifteen (15) years of experience in chamber development, advocacy works, project management, and education and training programming and implementation.

Grace Carolyn G. Morella

Grace Carolyn G. Morella is the Senior Manager of the Project Development and Regional Affairs Unit of PCCI. Her department oversees the administration and capacity development of 125 local chambers around the Philippines.



She also serves as advocacy and policy point person for SME, Environment and Climate Change Committees, and provides leadership support in administering donor relations and coordination with international development agencies such as USAID, EU, GIZ, DFAD, Japan-AOTS/ METI and JETRO.

Gabriel L. Gonzalez

Gabby Gonzalez is an Operations Consultant and a Certified Franchise Executive from FRANCORP Philippines. He specializes in helping businesses to prepare their systems and standardize their processes for a successful Franchise Launch.



He has extensive experience with many brands in the service industry which equips him to guide businesses on how to be operationally effective. Gabby was part of the opening team which launched Starbucks Coffee here in the Philippines where his primary role was to open stores and penetrate new markets. He was also Vice President for Operations and Management Services for Gold's Gym Philippines where he played a critical role in the brand's dynamic expansion program.

